

ReBlackpool

Investment Plan for Sustainable
Resort Regeneration
2005/06 - 2008/09

Blackpool towards a world class
resort

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1 Introduction

1.1 Overview

This document sets out the first Investment Plan for ReBlackpool. It covers the period from April 2005 to March 2009, which will undoubtedly prove to be a critical, watershed period in the history of the resort, during which ReBlackpool must succeed in planting the foundations for sustainable regeneration and the creation of a world-class visitor destination.

In common with other British resorts Blackpool has faced well documented decline resulting in spiralling economic and social deprivation affecting 70% of the population. Blackpool Council has developed an ambitious response to that decline developing a vision of a New Blackpool - a world class resort destination that is 'a great place to visit, a better place to live'. The Blackpool Masterplan gives expression to that vision and will transform the town. It encapsulates a programme designed to, prepare and release key town centre and seafront opportunity sites for development, win the UK's only regional casino licence, forge partnerships with inward developers/investors, and make the highly visible impact that will ignite transformational change and bring social, economic and environmental improvement to the town and its communities.

Blackpool's Resort economy is declining and the repercussions are reverberating across the entire Fylde coast and into the rest of the region. In Blackpool the consequences of slow, unrelenting decline in visitor numbers and business turnover is now conspicuous in:

- High levels of intense deprivation in all categories;
- Low male life expectancy, high teenage pregnancy and suicide rates;
- Low quality product, suffering from under investment over many years within a poor urban environment;
- Highly seasonal employment, with periodic high levels of unemployment;
- Out-dated transport networks and facilities;
- Poor education standards, low skills and low paid jobs;
- Large concentrations of Houses in Multiple Occupation (HMO) and poor housing in inner Blackpool- 35% of households with no central heating, 17% overcrowded, 5% sharing amenities (Census 2001, Blackpool Education Services);
- Transience- primary school turnover averaging 25% (Census 2001, Blackpool Education Services); and
- Difficulties in attracting new investment due to its peripherality, hinterland and degraded environment.

Despite these factors the town offers a number of significant opportunities. The Gambling Act 2005 represents a unique opportunity to reverse the decline of the resort. There is also strong interest, including from national multiple retailers not currently represented in the town, in major new retail developments in the town centre. In addition, commercial opportunities for Blackpool have been identified associated within the conference and convention sector. The proposed expansion of Blackpool International Airport can also be a further catalyst for growth.

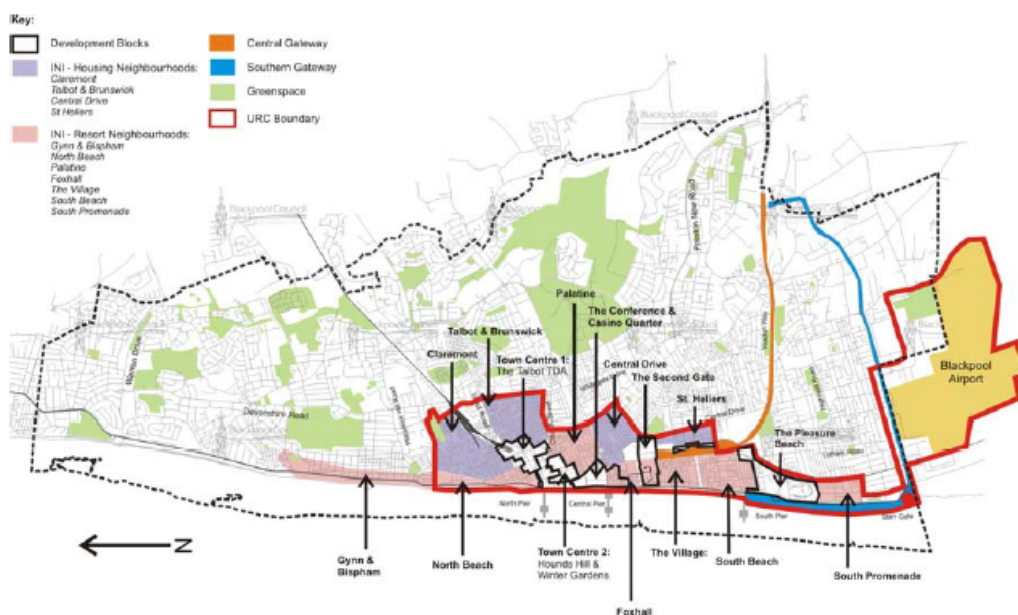
However, in order to realise these opportunities early action and substantial and co-ordinated public sector investment is required. Frontloaded public investment is needed to help raise investor confidence within Blackpool as well as prepare sites for early investment and lever in private sector monies.

In February 2005 the Office of the Deputy Prime Minister (ODPM) gave the approval for the establishment of an Urban Regeneration Company (URC) for Blackpool – ReBlackpool. Funding for the operation of ReBlackpool is to be provided by the North West Development Agency (NWDA) and Blackpool Council.

ReBlackpool has been set up to implement the Blackpool Resort Masterplan (Jerde/EDAW, 2003). This established a vision and framework for physical renewal based around a number of key themes including casino development, the seafront, the town centre, neighbourhoods and environmental issues. The Investment Plan provides the means by which the aspirations established through the Masterplan can be brought to reality. A primary focus will be to ensure that deprived parts of that community benefit from the expected investment. The Investment Plan supersedes the Commencement Business Plan, which was prepared in November 2004.

ReBlackpool operates within a 200 hectare area, focused on the central core of Blackpool covering the seafront, including the Golden Mile and all its central attractions, main visitor areas and the town centre. The area also includes Blackpool International Airport, large areas of poor quality housing and a large proportion of Blackpool's hotel and guesthouse accommodation. In total the URC area includes a resident population of 31,000. The URC area is shown in Figure 1.1.

Figure 1.1: The URC Area



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1.2 Purpose and scope of the Business Plan

Significant progress has already been made in implementing the Masterplan, including developing projects and establishing the URC, and in establishing a Regeneration Framework within which that Masterplan can be developed. A Business Plan is now needed to set out the initial priorities, resource requirements and expected outputs, results and impacts for the period to March 2009.

ReBlackpool is required to produce an annual business plan, which comprises two parts – an Operating Plan and an Investment Plan. This document represents ReBlackpool's first Investment Plan and sets out the key actions required to begin the process of resort regeneration and secure the development of a regional casino for Blackpool. A separate Operating Plan has been prepared. A summary of the Operating Plan is included in Section 6 of this Investment Plan.

The purpose of this Investment Plan is to:

- (i) Set out the URC's vision, objectives and strategic targets;
- (ii) Present the priorities for action;
- (iii) Show how local people and businesses will be supported to benefit from these projects;
- (iv) Set out the resources required, in particular, the public sector funding needed;
- (v) Detail the expected outputs, results and impacts including those on local communities;
- (vi) Assess the key risks and identify risk management and contingency measures; and
- (vii) Describe the succession arrangements.

The key priorities for early action – the Seafront, Casino and Conference Quarter and Talbot Road – are already agreed as a result of external factors - in particular, Government legislation on casinos and its coastal defences spending programme. However, there is much to be done in shaping and phasing these extensive projects and providing the implementation arrangements that will maximise their benefits, create the urgent progress and momentum that is now necessary, as well as setting the framework for the remainder of the intended URC programmes.

1.3 Structure of the Plan

The Investment Plan continues in eight sections as follows:

- Section 2 – sets out the policy, market and socio-economic context;
- Section 3 – presents the vision and strategic objectives of the URC;
- Section 4 – describes the programme and key projects;
- Section 5 – sets out the capital resources required and outputs for the Plan period;
- Section 6 – presents the operating arrangements and budget;
- Section 7 – considers risks and contingency plans;
- Section 8 – describes the proposed succession arrangements; and
- Section 9 – sets out the conclusions of the business plan.

Further information is included in the Appendices.

2 Background and context

2.1 Introduction

This section presents a summary of the current market, socio-economic and policy context. It summarises the need for intervention and the opportunities that ReBlackpool will help to realise.

2.2 Market context

Blackpool is suffering from many years of decline and a lack of private sector investment, including:

- in terms of housing, the URC area comprises deprived inner urban flats/terraced housing, which are characterised by a number of problems. The average property price for terraced dwellings in Blackpool (Q2, 2005) was approximately £92,500, compared with an average for England and Wales of £142,000. Within the URC area, the Council has been buying terraced properties for between £50,000 - £80,000. Blackpool's housing stock consists of a considerable amount of Houses in Multiple Occupation (HMO), with a large number of hotels having turned into HMO use due to the decline in the tourism economy;
- Blackpool's retail centre has under-performed significantly and the town has the highest level of retail leakage in the UK¹. There is evidence of demand for floor space, however, the perception of Blackpool needs to be changed and the retail profile improved in order to retain resident expenditure and increase market share. Blackpool's retail ranking has fallen from the 57th strongest centre in the UK in 1996 to 89th in 2003/04². In comparison, Preston is ranked 34th;
- The stock of offices in Blackpool is relatively small and the office market performance has been relatively poor. There is a steady flow of relocations for poor quality accommodation to more modern peripheral development. Serviced offices are currently available in Blackpool for (100 - 200 sq ft) at approximately £8 - £12 / sq ft and industrial/warehousing units (10,000 sq ft) at £6/sq ft³;
- The number of visits to Blackpool has fallen from 13.2 million in 1983 to 10.6 million in 2003. Spending by overnight visitors during this period has decreased from £800 million per annum to £500 million per annum in real terms (April 2004 prices). The expenditure profiled has become more seasonal. Visits to Blackpool Pleasure Beach totalled some 6.2 million visitors in 2003, the most visited major free attraction in the North West. Blackpool Tower attracted some 575,000 people in 2003, representing the 5th most visited major paid attraction in the North West (2003) and Blackpool Zoo Park was ranked 8th (295,000 visitors)⁴;
- The Right Solution has reviewed the conference market and concluded that there is sufficient support for the development in Blackpool of a large, distinctively presented convention centre. It is envisaged that this would be linked with the casino hotels; and

¹ A study by CB Hillier Parker in 1999 identified that total retail expenditure in the town centre was approximately £230 million per annum. However, with an estimated £975 million being spent on retail goods annually by residents of Blackpool, the level of leakage was very high. This has also been subsequently confirmed in the Savills 2004 Blackpool Retail Study.

² Source: MHE Shopping Centre Index

³ Source: EG Property Link

⁴ Source: Star UK

- The potential scale of the casino market is substantial and, as a result of the changes in gambling and gaming in the UK, very large investments are expected to be made over the next few years. The Gambling Act continues the Government's stated intention to modernise Britain, being the first new gambling law since the 1960's. Legislation is considered necessary due to the new social acceptance of gambling, its position as part of leisure activity, technological changes and the need for proper protection of vulnerable people. It is currently intended that one pilot regional casino licence is granted. ReBlackpool intends to help secure that licence for Blackpool.

Prior to 2003 Blackpool International Airport had seen falls in passenger volumes and had 'a modest role in some markets'⁵. However, since July 2004 City Hopper Airports Limited has operated the airport and passenger numbers are now growing. Further expansion and upgrade to the passenger terminal has seen the introduction of more routes.

Much of the recent market activity in Blackpool has related to interest in the development of a regional casino on the seafront. A number of proposals were submitted in January 2005, including that by the Hilton Group and Ladbrokes, which, in addition to a hotel, casino and conference centre, would envisage 30 shops and 2,500 car parking spaces. The overall development would be likely to cover an area of some 185,800 sq m (2m sq ft).

Elsewhere, planning consent has been granted for a 12.1 ha (30 acres) mixed use scheme, Blackpool Business Park, releasing land suitable for office, industrial and warehouse uses in its second phase. The site, which is located adjacent to Blackpool International Airport, already accommodates Halfords, Comet and Morrisons, together with a public house, hotel and retail warehouse units. In terms of retail activity, Academy Land and Fordgate have formed a joint venture to extend the Houndshill Shopping Centre by some 18,580 sq m (200,000 sq ft). The £30m extension will treble the size of the centre and includes a Debenhams store of 8,825 sq m (95,000 sq ft), 11 new units and the remodelling of several others. The scheme is scheduled to be completed in 2007. In other sectors, including office, industrial and leisure, recent activity has been limited.

Blackpool stands in a unique position to undertake wide scale regeneration. However, in order to achieve this, the following issues need to be addressed:

- creation of new opportunities for development;
- creation of additional car parking and highway capacity;
- enhancing open/civic space;
- minimise retail leakage by enhancing the retail offering;
- creation of a more sustainable environment with fewer conflicts between residents and visitors;
- improvement of inner area residential accommodation;
- improvement of the quality of the built environment and activities that take place in the town;
- expansion of the economic diversity of the town;
- creation of new, better paid, employment opportunities;
- support to local communities and individuals in accessing new and better jobs

⁵ Source: The Future of Air Transport in the UK (Consultation Document) DfT 2003.

- creation of an all year round visitor attraction that is of high quality and affordable, particularly by way of improved attractions and accommodation;
- early engagement of, and support to, the local population, and
- serving and benefiting the catchment area population.

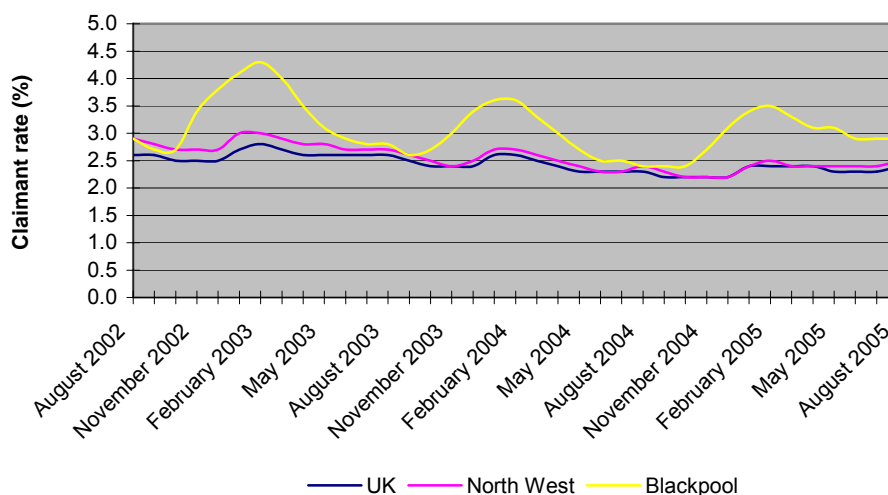
2.3 Socio-economic context

Blackpool has experienced ongoing social and economic decline, both as a town and as a resort:

- The growth of Gross Value Added (GVA) in Blackpool has been significantly below the national and regional average growth rates and Lancashire as a whole has also outperformed Blackpool in terms of GVA growth. In addition, Blackpool's GVA per capita still remains considerably below that of the UK, the North West and Lancashire at around 70% of the national average and the gap has continued to widen. In 2002, GVA per head in Blackpool was £10,943, representing an increase of 31% from 1995. Regional GVA per head stood at £13,599 and GVA per head in the UK was £15,614. Between 1995 and 2002 GVA per head within the North West and nationally increased by 39% and 42% respectively (Source: Office for National Statistics).
- Blackpool's population has fallen considerably over the last twelve years, from 148,600 in 1991 (census figures) to 142,400 in 2003 (mid-year population estimates). This represents a 4% decrease, which compares unfavourably with a regional decrease of only 1%. Due to a lack of career opportunities the town has suffered from an out-migration of young aspirational adults, who have moved away from the area to pursue work elsewhere. This trend is likely to continue unless more, high quality local opportunities can be generated. According to the 2001 Census, the age profile is heavily skewed towards older generations and in particular the over 60s age group, with 26% of Blackpool's population within this age group in comparison to an average of 21% within England.
- Business survival rates have been in a long and steady decline in Blackpool, in direct contrast to the national and regional trends, as emphasised by the fact that Blackpool was one of only four local authorities in the North West that witnessed a higher rate of business de-registrations than registrations in 2003 (source: Region in Figures North West). The decline is most apparent in the wholesale/retail and hotels/restaurants sectors, which reflects the decline of the tourist trade.
- Blackpool suffers from significant employment and income deprivation. The nature of employment within Blackpool is often low paid, low skilled, seasonal employment due to the dominance of the tourist industry. The level of earnings within the Borough has remained significantly below the national and regional average and has fallen in recent years. In 2004, residents of Blackpool in full-time employment earned on average £325 per week, compared to a regional average of £398 and a United Kingdom average of £423 (Source: Annual Survey of Hours and Earnings, NOMIS).
- The level of unemployment in Blackpool in August 2005, as measured by the claimant count, stood at 2,414, which represents 2.9% of the resident working age population. This compares with a regional claimant count rate of 2.5% and a UK rate of 2.4%. The higher rate of unemployment in Blackpool is even greater during the winter months, as the borough suffers significantly from seasonal unemployment due to its reliance on the tourist industry, as shown in Figure 2.1. Unemployment is significantly higher in the URC wards. In addition, there is evidence of considerable hidden unemployment in Blackpool, with a very large

number of residents claiming sickness related benefits.⁶ In 2003, around 14% of the working age population in Blackpool were claiming Incapacity Benefit or Severe Disability Allowance.

Figure 2.1: Seasonal unemployment within Blackpool



- Blackpool also experiences high levels of health deprivation. The URC area has a high proportion of the residents that classify their health as “not good” and a large number who have limiting long-term illness compared to the national average. The large number of HMO properties has exacerbated Blackpool’s levels of health deprivation as a result of overcrowding and inadequate living conditions.
- Educational attainment within the Borough is poor, with only 39% of pupils in the academic year 2003/04 achieving 5 or more GCSEs graded A* to C compared to 54% in England. The proportion of the workforce with no qualifications was 38% in 2001 (Census figures), compared to a regional average of 32% and an England and Wales average of 29%. Only 10% of the workforce was educated to NVQ Level 4+ compared to a regional average of 17% and an England and Wales average of 20%.
- Blackpool suffers from high levels of deprivation and these are particularly acute within the URC area itself, which includes areas within the worst 2% in England, according to the 2004 Index of Multiple Deprivation. Blackpool has a high proportion of its population living in areas that are amongst the most deprived in the country and the town has ‘hot spots’ of severe deprivation. Inner Blackpool is recognised as one of the most deprived localities in England, with particular problems in relation to health, employment and child poverty.

A spiral of social and economic decline is now established and entrenched within Blackpool. The degeneration is accelerating, and could, in the medium term without intervention, reach a position from which resort regeneration is not practicable. There is also a clear need to engage and support deprived communities within the catchment area at the earliest stages of this investment plan, ensuring that communities feel ownership of, and benefit from, the changes that are to take place in the town.

⁶ Source: *A Case Study of Blackpool*, Centre for Regional and Economic and Social Research, Sheffield Hallam University, February 2003

2.4 Policy context

ReBlackpool was created as a result of the work of the Blackpool Challenge Partnership (BCP) - a public - private partnership. The BCP has subsequently formed the basis for the Blackpool Local Strategic Partnership (LSP). ReBlackpool is working closely with the LSP.

ReBlackpool and the Blackpool Resort Masterplan are consistent and demonstrate a high level of strategic fit with national, regional, sub-regional and local policy frameworks. In particular:

- ReBlackpool will contribute to UK urban renaissance policy as set out in the Urban White Paper, planning policy guidance and Sustainable Communities Plan, particularly in terms of regenerating the urban environment and improving the image of the local area through development of brownfield land.
- The URC will also help to achieve the aims and targets set out in The Northern Way Growth Strategy, where a need is identified to lift the economic performance of Blackpool. ReBlackpool will support the Strategy, which aims to boost prosperity across the North and close a £29 billion productivity gap with the rest of the country. The URC will also strengthen Blackpool's tourism product and enhance the growth of Central Lancashire as a whole. A key priority identified for the Central Lancashire City Region within the Northern Way Business Plan is '*strengthening the North West's tourism profile through the Blackpool URC masterplan*'.
- ReBlackpool will also assist with achieving the aims of the Sustainable Communities Plan. The Plan consists of several key elements, with the 'liveability' element being of relevance to the URC. This refers to the Government's aim of intensifying efforts to improve the local environment of all communities. This includes cleaner streets, improved parks and better public spaces.
- The Government's tourism strategy, Tomorrow's Tourism Today, was published in 2004 and built on the 1999 Tomorrow's Tourism strategy. ReBlackpool will, in particular, support two aims of the strategy, these being 'investing in developing the right skills' and 'building tourism into regional economic development strategies'. The proposals also fit well with the European Commission's tourism guidance for coastal areas.
- ReBlackpool will help to deliver a number of the strategic objectives (SO) and key activities outlined in the NWDA's Regional Economic Strategy (RES) and fits well with the guiding principles and priorities set out by the report. The main SO of the RES with which the URC is consistent is SO4, Delivering Urban Renaissance. This SO specifically mentions Blackpool as an area of mixed problems and opportunities in which the NWDA will concentrate on schemes which develop the economic infrastructure, remove barriers to growth and link areas of opportunity and need. Other relevant SOs are SO6 - Securing Economic Inclusion, SO7 - Developing and Maintaining a Healthy Labour Market, and SO10 - Developing and Marketing the Region's Image.
- A new consultation draft of the RES was released in July 2005. This document has five strategic areas for action, these being Business, Skills and Employment, Regeneration, Infrastructure, and Quality of Life. ReBlackpool will meet the objectives of all of these areas by creating an environment for business activity with improved infrastructure and a better trained workforce.
- In addition, ReBlackpool will also support the core strategy of Regional Planning Guidance (RPG13) for the North West to advance sustainable patterns of spatial development coupled with physical change. RPG13 is still applicable, although the

Government Office for the North West is currently developing the new Regional Spatial Strategy, which will replace RPG13.

- The proposed redevelopment of Blackpool will contribute significantly to achieving the NWDA's *'New Vision for North West Coastal Resorts'*, which states that *"the vision in Blackpool must not be for incremental change, but wholesale change"*, and the agency's *'Strategy for Tourism in England's North West'*. Blackpool is identified by NWDA as a primary development brand and its development is seen as one of the region's 'signature projects'.
- Following an independent study, the NWDA Board has resolved to support Blackpool as the preferred candidate location for the single regional casino pilot scheduled to be announced by the Government in 2006. The study concluded that Blackpool is likely to reap the greatest overall economic, tourism and regeneration benefits.
- ReBlackpool is fully consistent with the sub-regional priorities being established through the Lancashire Economic Partnership. The Partnership has developed a City Regional Development Plan (CRDP) for the Central Lancashire City Region. The Plan aims to close the £4bn output gap by promoting the City Region as a Green City of quality urban living next to readily accessible, superb countryside. It identifies eight priorities, two of which will be instrumental in the growth of the North and of the UK economy. One of these is strengthening the North's tourism profile through the Blackpool URC Masterplan – the UK's largest tourism renewal initiative.
- The objectives of ReBlackpool are underpinned and supported by the Local Plan and are fully consistent with the Plan strategy's main components, which include town centre and resort regeneration; neighbourhood development; resource management; and improving environmental quality. In particular, ReBlackpool will play a key role in the Plan's goal of *'reshaping the resort'* and through the development and facilitation of casino led proposals will help to achieve the aim of re-establishing Blackpool as a successful and innovative entertainment and tourism destination.
- ReBlackpool is also linked to Blackpool's submission to ODPM for a Local Area Agreement (LAA). The LAA outlines the specific ways in which the Local Strategic Partnership will underpin the Investment Plan in terms of four blocks of activity relating to children and young people, healthier communities and older people, safer and stronger communities, and economic development and enterprise. The submission creates a framework to maximise the benefit to local people of the Investment Plan.
- ReBlackpool will contribute significantly to achieving the priorities outlined in the Community Plan for Blackpool, such as modernising the tourism industry in the town and strengthening Blackpool as a sub-regional centre. The Community Plan sets out a Vision that provides a policy context within which communities can be engaged in the ReBlackpool programme, for example aiming to ensure the delivery of quality education and training for local people, developing strong, vibrant, healthy and safe communities, and in particular ensuring a sustainable environment and supporting vulnerable people.
- The URC will also support the Local Community Safety Strategy and its vision to create *"a safer environment for those who reside, visit and work in Blackpool"*. In particular, the improvements to the residential neighbourhoods within the ReBlackpool area will help to improve community safety and reduce crime and disorder, and the delivery of projects such as the 'Reassurance' and 'Springboard' programmes, will make real differences to vulnerable people's lives in Blackpool.

- ReBlackpool will work significantly to achieve the objective of the National Skills Strategy 2003, of creating a successful local economy and enhancing social inclusiveness, by ensuring a skilled and motivated workforce able to rise to the challenges set out in the Masterplan. Pion Economics have been commissioned by Lancashire Partnership West to assess demand and supply of skills for the new resort casino industry and map out a plan for local agencies and employers to work collaboratively to ensure the skills are available and that local people can benefit from and contribute to the new employment opportunities.
- In addition, ReBlackpool will contribute to education and skills development policies by expanding education opportunities at Blackpool and Fylde College, developing tourist facilities such as a casino, improving the business environment and improving the quality of the area. This will be underpinned by a strategic approach to ensuring maximum benefit to local people from the ReBlackpool programme of works, in particular relating to local people accessing local jobs.

The wider policy contest within which the Investment Plan is set is explained in Blackpool Council's Regeneration Framework – see Appendix D.

2.5 Need and opportunity

Table 2.1 summaries the need for co-ordinated and intensive intervention in Blackpool and the opportunities that can be realised by ReBlackpool.

Table 2.1: Need and opportunity	
The need for intervention	
<ul style="list-style-type: none"> ▪ Resort tourism: <ul style="list-style-type: none"> ➤ Total visitors declined by 20% over last 15 years ➤ Spending by overnight visitors fallen by 40% to £500 million over the last 15 years ➤ Greater seasonality ➤ Occupancy rate fallen to 22% ➤ Holiday properties fallen by 46% to 2,200 over last 13 years ➤ Market appeal narrowing ➤ Scarcity of quality accommodation ➤ Shabby product and environment ➤ Inadequate tourism infrastructure 	<ul style="list-style-type: none"> ▪ Retail: <ul style="list-style-type: none"> ➤ Centre under-performed significantly ➤ Highest level of retail leakage in the UK ➤ Poor external image ➤ Poor environment/properties outside core area ▪ Inner area housing: <ul style="list-style-type: none"> ➤ Area comprised of deprived inner urban flats/terraced housing ➤ Large number of HMO use ➤ High percentage of rental accommodation ➤ High density of development ➤ Little public open space ➤ A history of inadequate investment ➤ Conversion costs too high to stimulate change due to low end values ➤ Parking restrictions/ limitations ➤ Growing levels of dereliction ➤ Anti-social behaviour
<ul style="list-style-type: none"> ▪ Office: <ul style="list-style-type: none"> ➤ Relatively small office market ➤ Poorly performing ➤ Steady flow of relocations to peripheral developments 	<ul style="list-style-type: none"> ▪ Economy: <ul style="list-style-type: none"> ➤ Slow growth of GVA compared with regional and national average ➤ GVA per capita remains considerably below that of UK and the North West, at 70% of the national average ➤ Decline of business survival rates
<ul style="list-style-type: none"> ▪ Labour Market: <ul style="list-style-type: none"> ➤ Unemployment rate in URC area over twice that in England overall ➤ Significant seasonal unemployment ➤ Low level of earnings and dominance of low paid and low skilled employment ➤ Educational attainment and participation poor ➤ Considerable fall in population - out-migration of young aspirational adults 	<ul style="list-style-type: none"> ▪ Deprivation: <ul style="list-style-type: none"> ➤ High levels of deprivation, particularly within URC areas – parts of which are within the most deprived 5% in the country ➤ High levels of health deprivation ➤ Significant income and employment deprivation
The opportunities:	
<ul style="list-style-type: none"> ▪ Casinos: <ul style="list-style-type: none"> ➤ Substantial changes in legislation ➤ Potential to secure the UK's only resort casino and thereafter establish a cluster of resort casinos ➤ Significant operator interest 	<ul style="list-style-type: none"> ▪ Retail: <ul style="list-style-type: none"> ➤ Unsatisfied demand ➤ Houndshill purchase and extension (including Debenhams) ➤ Retention of currently lost expenditure ➤ Other improvements (car parking, public realm, public transport)
<ul style="list-style-type: none"> ▪ Tourism: <ul style="list-style-type: none"> ➤ Brand ➤ Still substantial visitor numbers ➤ Blackpool Pleasure Beach ➤ The illuminations 	<ul style="list-style-type: none"> ▪ Office: <ul style="list-style-type: none"> ➤ Potential new office and civic centre ➤ Relocation of public sector bodies
<ul style="list-style-type: none"> ▪ Airport: <ul style="list-style-type: none"> ➤ Sale to City Hopper ➤ Substantial expansion plans - linked to Masterplan 	<ul style="list-style-type: none"> ▪ Conference Market: <ul style="list-style-type: none"> ➤ Feasibility study - potential for large, distinctive convention centre
<ul style="list-style-type: none"> ▪ Previous / current investments: <ul style="list-style-type: none"> ➤ Blackpool Economic Development Zone ➤ Housing Partnership and Integrated Neighbourhood Initiative ➤ Central Gateway ➤ Range of social projects to support community capacity building and skills development 	<ul style="list-style-type: none"> ▪ Planning Framework <ul style="list-style-type: none"> ➤ Local Plan which fully reflects Blackpool Resort Masterplan is proceeding to formal adoption ▪ Linking Opportunity and need <ul style="list-style-type: none"> ➤ Ensuring local disadvantaged individuals benefit from opportunities generated ➤ Opportunity to design out crime ➤ Opportunity to improve community safety

<ul style="list-style-type: none">➤ Social and community➤ Engagement of communities at early stage➤ Well developed infrastructure of community programmes	
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3 The vision and strategic objectives

3.1 The vision

ReBlackpool's vision for Blackpool is:

"of a regenerated seaside resort, driven by quality, which has been shaped into a national and international destination, delivering benefits for residents and visitors"

3.2 Strategic objectives

The objectives of the URC are to create:

- (i) a new national and international sustainable and exciting, year round entertainment destination; and*
- (ii) a place with balanced, safe and healthy neighbourhoods, that is also the retail, business, civic and cultural centre for the Fylde coast sub-region*

The creation of an internationally significant cluster of casino's has been identified as fundamental to achieving the first of these objectives. The new Gambling Act represents a unique opportunity for Blackpool to secure self-sustaining regeneration.

After fifteen years, it is intended that the environment within the URC area will be:

- o aesthetically pleasing;
- o functionally efficient;
- o non-threatening;
- o clean; and
- o managed to facilitate both residents and visitors.

There will be a mix of elements and experiences that will help to bring excitement and vibrancy to Blackpool, including:

- o attractions and entertainment;
- o food and beverage;
- o engaging public realm;
- o retail; and
- o accommodation.

There will be a level of service that exceeds expectations.

In order to achieve its objectives, ReBlackpool will need to:

- Make Blackpool the centre of the Fylde coast sub-region by upgrading the urban environment and making Blackpool a more pleasant location to live, visit, work, live and invest;
- Tackle the seasonal economic cycle by introducing new all year round attractions and facilities and to improve the quality of the existing entertainment offer; and
- Improve dramatically the overall tourism offer by combining physical improvements with service quality enhancements. Therefore making a visit to

Blackpool an exciting, high quality experience that visitors would want to repeat and relay to friends and relatives.

ReBlackpool will seek to address a number of inter-related market failures by tackling risk, uncertainty and information problems. It will also result in significant positive externalities, such as the additional social benefits, and tackle the negative externalities, associated with under-used land and buildings. In addition, ReBlackpool will work with its partners to ensure that disadvantaged individuals and communities benefit from the substantial opportunities that will be generated.

3.3 Supporting themes

3.3.1 Introduction

Blackpool URC's activities will be underpinned by the following cross-cutting or supporting themes:

- Sustainable development;
- Equal opportunities and social inclusion;
- High quality and design; and
- Community safety.

3.3.2 Sustainability

Sustainability involves the integration of economic, social and environmental objectives in an integrated and harmonized manner. The URC will ensure that all its activities will take account of the following components of sustainability;

- Maintenance of high and stable levels of economic growth and employment;
- Social progression which recognizes the needs of everyone; and
- Effective protection of the natural and built environments and the prudent use of natural resources.

ReBlackpool will work with Sustainability NW to promote policies that will ensure that it contributes in a positive manner to the objectives established by the NWDA for sustainability within the North West. Wherever possible, it will incorporate best practice as established through the 'sustainability checklist' to identify the impact which its activities, and those projects and programmes for which it is responsible, are having. This will include reference to:

- Land use, form, and urban design;
- Community and business
- Transport;
- Energy and energy efficiency;
- Impact of buildings and infrastructure;
- Natural resources;
- Ecology

ReBlackpool will prepare an Environmental Policy relating to its activities and the projects and programmes with which it will be involved. That policy will incorporate, among other things, the importance of both the URC and others complying with environmental legislation, and the need for continuous improvement in terms of environmental standards. The policy will be developed with partners, including both Blackpool Council and the NWDA in particular.

The policy will make reference to the appreciation of good environmental practice in relation to procurement of services, to ensure that the objectives of the URC in the region are also met by other organisations carrying out activities on its behalf.

One of the two objectives of ReBlackpool is to create a sustainable resort. As such, a critical theme will be self-sustaining regeneration.

3.3.3 Equal Opportunities and Social Inclusion

Equal opportunities and social inclusion are key principles that will impact on all aspects of ReBlackpool's activities at all levels and at all stages. The URC will ensure that projects and programmes are carried out so that there is no discrimination in terms of colour, creed, gender, age, sexual orientation, or religious or ethnic group. More than this, ReBlackpool will be responsible for promoting equality at all opportunities. In particular, this is expected to especially involve high standards in terms of access and accessibility.

In terms of access, it will be important to ensure that, as far as is practically possible, people are able to enjoy new and improved facilities provided through ReBlackpool's activities irrespective of physical or other impairments. This will involve compliance with DDA legislation and Building Regulations.

In terms of accessibility, the URC's activities will be designed to ensure that opportunities are opened up to all sections of the community, so that there is equality of opportunity. This includes measures to promote opportunities to those currently excluded from the workforce, and for those who, for whatever reason, are unable to benefit from the range of services and facilities that would otherwise ensure a high quality of life. In relation to physical accessibility, the tram will, for example, enable people to gain access to new employment opportunities. In addition, skills and employability support will help to ensure access.

ReBlackpool will develop and publish an Equal Opportunities and Social Inclusion Policy that will apply to its own conduct, and which it will, in time, expect to apply to those organisations with which it interacts or contracts, with regard to its projects and programmes. This policy will dovetail with that of Blackpool Council and other key partners. It will, in particular, endeavor to explain how ReBlackpool will link to activities being promoted under Neighbourhood Renewal strategies and the Blackpool Local Strategic Partnership. (Further details of these linkages are included in Section 6.3 of the Plan).

3.3.4 High Quality and Design

The importance of promoting high quality design in urban regeneration was an important theme of the Urban White Paper (2000), and has subsequently been developed through a number of channels, including English Partnerships' 'Time for Design' manual. ReBlackpool intends to respond positively to the challenge to improve the quality of the built and natural environments within the town by promoting high standards of quality and design in all aspects of its projects and programmes.

Design of buildings and the environment have an important role to play in improving people's overall quality of life, as well as being beneficial to visitors and potential visitors.

ReBlackpool will therefore develop an agreed Design Statement that will establish its objectives with regard to the importance of high quality design. This will be developed in association with Blackpool Council and other external partners. It may include, for example:

- The use and application of materials;
- Landscaping standards and the use of appropriate species;
- Car parking and other environmental standards;
- The relationship to sustainability standards, such as BREEAM; and
- Reclamation and remediation of land.

The application of design in regeneration has significant implications. Therefore ReBlackpool will not attempt to limit or inhibit design criteria. Essentially its role will be to ensure, along with other statutory processes, that the importance of design is recognised within all aspects of URC activity. As such, it will aim to achieve an aesthetic that reflects modern needs, but at the same time respects Blackpool's historic past. In all cases, it would expect to ensure that all proposals play their part in increasing design standards within the town as part of the overall urban renaissance.

3.3.5 Community Safety

The overarching aims of the ReBlackpool projects are to make Blackpool economically vibrant which evidence has shown results in reduction in crime due to a higher level of engagement and pride in the town, employment, improvements in health, raising skill and education attainment and general well being.

The intended projects will be based on good design, which will provide attractive, safe public places. The mix of usage will help to provide security and surveillance from both the public and private sector, which will decrease the opportunity of crime. Pedestrian accessibility and permeability, street level surveillance and safety will be of key concern in any project development. Access to car parking, public transport and venues will be addressed from a safety perspective to re-assure users and to deter potential criminals.

Many existing and future actions by the local police authority are developed by working in partnership with the community and the private sector through the established Community Safety Partnership and it is anticipated that their involvement will be crucial in the design of many of the projects outlined to optimise resources and minimise the risk of crime.

3.4 Key priorities and action

The key priorities for action during this Investment Plan period (2005/06 – 2008/09) are:

- | |
|--|
| (i) to secure the licence for the single regional casino pilot and ensure that the casino and conference quarter project is ready to be implemented
(Casino/conference quarter); |
|--|

- (ii) to deliver the new seafront (**Seafront project**);
- (iii) to implement the improvements to the town centre (**Talbot Road project**). These improvements are linked with the casino/conference quarter project since, for example, the Law Courts will be relocated from the casino/conference quarter site to Talbot Road.

In addition to these three key priorities ReBlackpool will engage with Blackpool Council in a supporting programme. To engage Blackpool's communities in the ReBlackpool developments, increasing the sense of pride and ownership in the town.

Further details of these projects, along with the other projects proposed during the Investment Plan period, are set out in the following section.

The ReBlackpool programme has been designed to ensure that the resort and town attract very substantial levels of private sector investment. In particular, the Conference Casino Quarter will provide the location for a regional casino and two large casinos, high quality hotel accommodation along with a privately funded new conference centre. By creating the development site and winning the licence, the public sector partners will lever in over £300 million of private investment.

The Talbot Road project has already attracted interest from food retailers and others and the new seafront will be a catalyst for tourist attraction investment. The other projects in the plan period have also been designed so that private investment is maximised. The intention is that significant initial public sector investment will result in self-sustaining resort and town centre regeneration.

3.5 Target outcomes

In order to ensure that ReBlackpool is making progress towards its vision and objectives a monitoring framework is to be developed and implemented. As well as tracking project level performance and impacts, it will be essential to monitor whether the overall performance of the URC is improving. To do this ReBlackpool will set a number of strategic outcome targets relating to the visitor economy, the property market, the economy, and quality of life. These will be based upon a baseline, monitoring and evaluation study, which forms part of the Investment Plan and will be commenced during 2006/07.

However, the target outcomes and indicators that will be used to track overall performance are likely to include those set out in Table 3.1. The table also includes two illustrative examples of baseline data and possible targets.

Table 3.1: Proposed target outcomes and indicators					
	Outcome area	Indicator/source	Baseline	Target	
				3 yrs	15 yrs
1	Visitors				
	Visitor numbers	Survey	10.6 million	10.6 million	15 million
	Age profile	Survey	TBA	TBA	TBA
	Socio-economic profile	Survey	TBA	TBA	TBA
	Visitor origin	Survey	TBA	TBA	TBA
	Spend per head	Survey	TBA	TBA	TBA
	Duration of stay	Survey	TBA	TBA	TBA

	Return visits	Survey	TBA	TBA	TBA
	Day trips to overnight stay ratio	Survey	TBA	TBA	TBA
	Seasonality	Survey	TBA	TBA	TBA
	Tram ridership	Count	TBA	TBA	TBA
	Traffic volumes	Count/survey	TBA	TBA	TBA

2	Property – commercial				
	Retail floor space/outlets	National URC Monitoring	TBA	TBA	TBA
	Office floor space	National URC Monitoring	TBA	TBA	TBA
	Industrial floor space	National URC Monitoring	TBA	TBA	TBA
	Retail ranking	National URC Monitoring	TBA	TBA	TBA
	Retail vacancy	National URC Monitoring	TBA	TBA	TBA
	Non-domestic rateable value	National URC Monitoring	TBA	TBA	TBA
	Previously developed land	National URC Monitoring	TBA	TBA	TBA
	Retail spend leakage	Survey	TBA	TBA	TBA
3	Economy				
	Employment	National URC Monitoring	TBA	TBA	TBA
	Unemployment	National URC Monitoring	TBA	TBA	TBA
	Local people accessing jobs	Survey	TBA	TBA	TBA
4	Property-Housing				
	Housing stock	National URC Monitoring	11,536	12,000	14,000
	House price	National URC Monitoring	TBA	TBA	TBA
5	Quality of life				
	Index of Multiple Deprivation	National URC Monitoring	TBA	TBA	TBA
	Benefit case load	Blackpool Council	TBA	TBA	TBA
	Crime	Joint Police Authority / Blackpool Council	TBA	TBA	TBA

4 The ReBlackpool programme

4.1 Introduction

This Section sets out details about the Blackpool Resort Masterplan and the proposed ReBlackpool projects during this Investment Plan period.

4.2 Blackpool Resort Masterplan

ReBlackpool will review and co-ordinate delivery of the Blackpool Resort Masterplan, which was developed for the core URC area by a team led by Jerde and EDAA.

The Masterplan's vision for the future of Blackpool is of a new national and international destination that embraces the physical and spiritual changes required to create a sustainable entertainment destination with balanced and healthy neighbourhoods. The vision demands radical, comprehensive change within a spatial framework that retains the historic plan form and pattern of land-use, builds on the key assets of the Pleasure Beach, Tower and Winter Gardens, emphasises the seafront, and increases the town's capacity to accommodate car, coach, train and air travel into the resort. Within the resort the plan promotes sustainable travel, based around walking and public transport, notably travel by tram.

The goal is to create a year-round economy that delivers a totality of experience that is focused around quality at all levels and at all scales - in product, environment and service. The imperative is to deliver a range of world-class facilities that responds to the dynamic changes in the market while delivering unparalleled economic and social improvement to the residents of Blackpool.

The Masterplan comprises:

- **The Spatial Development Plan** – which sets out the proposed travel routes, resort development areas and projects and the neighbourhoods;
- **Casino development** – the Masterplan envisages contemporary, resort casino environments as an intrinsic part of the resort core. They are key to an all year economy, the development of a quality entertainment destination of national and international significance, and a step change in visitor numbers and resort wide turnover;
- **The return to nature** – the Masterplan introduces a comprehensive landscape strategy that builds on the qualities historically associated with the town;
- **Central Gateway** – work is already well progressed in creating a dramatic new gateway to Blackpool from the M55;
- **The seafront** – the most significant element of the landscape strategy will be the remodelled seafront and expanded promenades. The seafront will feature new headlands extending 60 m seawards that will create a unique and special physical environment comprising a series of sculptured spaces with 'Spanish steps' leading down to the beach;
- **Neighbourhoods** – within the resort 10 distinct neighbourhoods are identified. These will be enhanced through integrated action plans;
- **South Beach** – the Pleasure Beach and adjoining Sandcastle and South Pier create an impressive cluster of prominent attractions. They are a major regeneration asset and the Masterplan shows how their further development could be integrated into South Beach;

- **Illuminations** – the Masterplan spreads the spectacle and theatre of staged light and sound throughout the town;
- **Town centre** – Blackpool intends to recapture the sub-regional retail market with proposals to reshape the town centre and enhance the public realm;
- **Conference and casino quarter** – the conference and casino quarter is at the centre of Blackpool’s ambition to develop an exciting and unique destination with a sustainable, year round economy; and
- **Central Beach (Second gate)** – the creation of a major water park and casino leisure complex, featuring a hotel and spa, that will complement The Pleasure Beach.
- **Community engagement and support** – the engagement of Blackpool’s communities in all of the above activities, and support to those communities to ensure maximum benefit is derived on a local level from new opportunities and activities.

Individual projects have been developed within the following programme areas:

- (i) Resort regeneration
- (ii) Town centre regeneration
- (iii) Neighbourhood improvement
- (iv) Public realm and the environment
- (v) Strategic transport
- (vi) Project, programme and performance management

Action by Blackpool Council and partners within these programme areas is described within the Regeneration framework in Appendix D.

4.3 Projects

4.3.1 Overview

This sub-section describes the projects that are to be brought forward during this Investment Plan period. Consequently, major projects, such as Central Beach (Second Gate), which will only be implemented later in the programme are not described.

Figure 4.1 shows the location of each of the ReBlackpool projects that are to be developed and/or implemented during this plan period.

Figure 4.1: ReBlackpool projects



Key

1. Conference/casino
2. Talbot Road
3. Seafront
4. Opportunity purchases
5. HE Campus
6. Resort Enterprise Centre
7. Hounds Hill Phase 1
8. South Beach & The Village Resort Neighbourhoods
9. Residential Neighbourhoods
10. Central Corridor, Phase 1
11. Central Corridor, Phase 2.
12. Southern Gateway, Phase 2
13. St John's Square
14. Central Corridor, Phase 3 & Pleasure Beach
15. Tramway
16. Blackpool International Airport
- 17 Pre-Development Fund
18. Monitoring & Evaluation

4.3.2 Project summaries

Summary descriptions of each of the projects, along with an indication of the roles and responsibilities, outputs and outcomes and key actions for the next eighteen months, are set out below. More detailed project profiles for each project are contained within Appendix A. Other projects will be brought forward during subsequent planning periods.

Table 4.1 describes the three key projects in this plan period, namely the Central Seafront Public Realm, Conference Casino Quarter and Talbot Road as well as the supporting project addressing community engagement.

Table 4.1: ReBlackpool – Summary Key Project Profiles	
Strategic Programme: Resort regeneration	
Project: Conference Casino Quarter	
Project Summary	
This project will involve the creation of mixed casino/leisure/retail development and a new conference centre. The aims of the Conference Casino Quarter project are to develop Blackpool as a quality entertainment destination and to improve the quality of the existing conference offer. Construction will begin in 2007 and be completed in 2010.	
Roles / Responsibilities	
URC	Project facilitation
NWDA	Funding; project development and support
Blackpool Council	Funding; highway and planning authority; advice on licensing; transport, legal and estates services
Private sector	Developer/ investor
Outputs and Outcomes	
The key outputs and outcomes are: 54,000 sq m of mixed resort casino/retail/leisure entertainment space; 1,800 car parking spaces; 1,000 hotel bedrooms; 26,000 sq m of conference / exhibition space. This will result in the creation and safeguarding of jobs and increases in visitor numbers and spending. With the various linked initiatives local people can be supported to access these jobs.	
Key actions (18 months)	
<ul style="list-style-type: none"> o Procurement and development plan for Divisional Police Headquarters agreed with Police Authority o Funding bid for opportunity purchases agreed (see below) o Procurement and development plan for Courts agreed with Crown Courts o Procurement strategy for conference/casino quarter agreed o Bid for Casino licence to DCMS Panel completed o Outline planning permission for Conference/casino quarter approved o Casino licence obtained o Selection of preferred development partner 	
Strategic Programme: Town centre regeneration	
Project: Talbot Road	
Project Summary	
This project will address the needs of the local population by creating a high order, retail, civic, cultural and administrative gateway development. In so doing, it will transform the character and vitality of the Talbot Road area. Phase 1 of the project is due to be completed in April 2010.	
Roles / Responsibilities	
URC	Project facilitation
NWDA	Funding; project development and support
Blackpool Council	Funding; highway and planning authority; legal and estates services
Private sector	Developer/ investor
Crown Commissioners Office	Freeholder / leaseholder of unified courts complex
The Joint Police Authority	Possible end user of new Divisional Headquarters

<p>Outputs and Outcomes</p> <p>The key outputs and outcomes are: public and private office floor space; residential apartments; food and non-food retail space; parking spaces; contemporary transport interchange. The precise mix of development will be determined as part of the developer procurement process and will be guided by the new Blackpool Local Plan. This will result in the creation and safeguarding of jobs and an increase in shopper spending. This will create new facilities for local residents and visitors. In addition, local people will be able to access the employment opportunities created.</p> <p>Key actions (18 months)</p> <ul style="list-style-type: none"> o Future of bowling hall determined o Launch of development prospectus o Procurement plan for off-site parking agreed o Development partner selected o Funding bid and approval for off-site works o Developer partner/ReBlackpool publish development proposals 																	
<p>Strategic Programme: Public realm and the environment</p>																	
<p>Project: Central Seafront Public Realm</p>																	
<p>Project Summary</p> <p>The project will involve the remodeling of seafront promenade, including the creation of six large headlands and new winter and summer promenades, and will contribute to significantly improving the visitor experience along the seafront. Work will begin in 2005 and the entire scheme will be completed in 2011.</p> <p>Roles / Responsibilities</p> <table border="0"> <tr> <td>URC</td> <td>Project facilitation</td> </tr> <tr> <td>NWDA</td> <td>Funding; project development and support</td> </tr> <tr> <td>DEFRA</td> <td>Funding</td> </tr> <tr> <td>EU Objective 2</td> <td>Funding</td> </tr> <tr> <td>Blackpool Council</td> <td>Funding; highway and planning authority; managing contractors; legal and estates services</td> </tr> <tr> <td>Lancashire County Council</td> <td>Funding</td> </tr> <tr> <td>Department for Transport</td> <td>Funding</td> </tr> <tr> <td>Private sector</td> <td>Developer/ investor</td> </tr> </table> <p>Outputs and Outcomes</p> <p>The key outputs and outcomes are: 3 ha of high quality, pedestrian safe, seafront public realm; 1.2 ha of reclaimed land; an accessible foreshore with beach side amenities; some 23,000 sq m of commercial, leisure and development potential; four sea front events spaces, the largest with a capacity of 25,000 people; a contemporary and inclusive tram service; jobs safeguarded and created; an increase in visitor numbers and spending. This project will benefit both visitors and local residents.</p> <p>Key actions (18 months)</p> <ul style="list-style-type: none"> o Basic DEFRA scheme starts on site o Overall concept approved o Bid for funding o Details of 1st Phase approved, funding allocated and works start o Tram scheme starts o Details of 2nd Phase approved, funding allocated o Implementation of highway improvement plan starts 		URC	Project facilitation	NWDA	Funding; project development and support	DEFRA	Funding	EU Objective 2	Funding	Blackpool Council	Funding; highway and planning authority; managing contractors; legal and estates services	Lancashire County Council	Funding	Department for Transport	Funding	Private sector	Developer/ investor
URC	Project facilitation																
NWDA	Funding; project development and support																
DEFRA	Funding																
EU Objective 2	Funding																
Blackpool Council	Funding; highway and planning authority; managing contractors; legal and estates services																
Lancashire County Council	Funding																
Department for Transport	Funding																
Private sector	Developer/ investor																
<p>Project: Community engagement and support</p>																	
<p>Project Summary</p> <p>The project will involve a range of supporting projects to support and engage the local community within the URC area, to increase pride and ownership in the ReBlackpool programme, and in particular to ensure that where possible local people access new jobs created.</p> <p>Roles / Responsibilities</p> <table border="0"> <tr> <td>URC</td> <td>Project facilitation</td> </tr> </table>		URC	Project facilitation														
URC	Project facilitation																

NWDA Project development and support

EU Objective 2 Funding

Blackpool Council

Lancashire County Council Funding

Private sector Supporter

Outputs and Outcomes

The key outputs and outcomes are: Numbers of local people accessing jobs. Increased engagement and pride amongst residents of the URC area and across Blackpool.

Key actions (18 months)

- o Develop community engagement strategy
- o Continue development of Employers Forum and supporting partnerships
- o Develop skills development strategy
- o Alignment of existing programmes with above strategies.
- o Develop relationship between new and existing employers and training providers etc.

Table 4.2 sets out and describes the other projects in this plan period.

Strategic Programme: Resort regeneration	
Project: Opportunity Purchases	
Project Summary	
A property acquisition fund that would allow ReBlackpool to purchase sites as they became available in the Conference Casino Quarter and Talbot Road area without delays and avoiding possible missed opportunities arising from funding applications on a site-by-site basis.	
Roles / Responsibilities	
URC	Project facilitation; identifying sites and negotiating price with landowners
NWDA	Funding; CPO support; project development and support
Blackpool Council	Estates and legal services; temporary asset management
The Home Office	Assessment of reception site characteristics; Courts PFI delivery
The Police	Assessment of reception site characteristics
Outputs and Outcomes	
Key outcomes include increased land ownership enhancing the deliverability of projects and a reduction in potential CPO delays.	
Key actions (18 months)	
<ul style="list-style-type: none"> o Prepare bid and agree Opportunity Purchase acquisition fund o Agree and start acquisition of host sites for Law Courts and Police Station o Acquire site for car/coach parking for Talbot Road project 	
Project: Central Blackpool Higher Education Campus	
Project Summary	
This project involves the creation of a university-style higher education campus on the central Blackpool site of Blackpool and Fylde College. This campus would offer skills in areas related to the local economy, such as leisure, hospitality, engineering and management.	
Roles / Responsibilities	
Blackpool and Fylde College	Administering non-HEFCE funding; project facilitation
University partner	Project monitoring; administering HEFCE funding
HEFCE	Funding
NWDA	Funding; project development and support
Outputs and Outcomes	
Key outcomes are: an expanded central campus offering a wider range of subjects of particular relevance to the local economy; an increase in graduates with skills necessary for the local economy; increased participation in non-compulsory education. The beneficiaries of the project would primarily be residents of Blackpool and the wider area.	
Key actions (18 months)	
<ul style="list-style-type: none"> o Development of projects proposals o Preparation of funding bids o Obtain planning permission o Commence construction 	

Project: Resort Enterprise Centre	
Project Summary	
This project aims to redress the deficit of the lack of affordable business starter units available within the resort. The Resort Enterprise Centre will be located on the site of the former Lido municipal swimming pool, situated on Lytham Road, and will provide business incubator accommodation and managed workspace together with associated support services.	
Roles / Responsibilities	
URC	Project facilitation; build investor confidence
Blackpool Council	Funding, scheme development and delivery
Outputs and Outcomes	
Key outputs and outcomes are: some 2,000 sq m of new premises; 0.5 acres of brownfield land reused; 30 micro businesses assisted; 50 residents assisted towards employment; jobs created. This project will result in new business start-up and employment opportunities for local residents.	
Key actions (18 months)	
<ul style="list-style-type: none"> o Completion of sit clearance o Statutory approvals secured o Funding confirmed o Start on site 	
Strategic Programme: Town centre regeneration	
Project: Hounds Hill Phase 1	
Project Summary	
This project aims to improve the shopping experience in Blackpool Town Centre, thereby reducing leakage to other regional retail centres. This will be achieved by extending the existing Hounds Hill Shopping Centre and the demolition and re-use of a multi-storey car park. The planned development is due to be completed in February 2008.	
Roles / Responsibilities	
URC	Project facilitation
Blackpool Council	Highway and planning authority
Private sector	Developer/investor
Outputs and Outcomes	
Key outputs and outcomes are: approximately 350 jobs created; redevelopment of 10 acres of underused town centre land; 28,000 sq m of retail space created; a department store; 800 car parking spaces; increased footfall; widening of town centre catchment. This project will result in high quality, new retail opportunities for local residents and visitors. It will also generate a significant number of local jobs.	
Key actions (18 months)	
<ul style="list-style-type: none"> o CPO confirmation o Site preparation commenced o Start on site 	
Strategic Programme: Neighbourhood improvement	
Project: South Beach and The Village	
Project Summary	
This project will involve the improvement of two resort neighbourhoods situated to the north of the Pleasure Beach and South of the Central Pier. The aim is to make these areas more accessible and attractive to tourists and residents. English Partnerships have indicated support for the concept of housing improvements within the South Beach area. The programme will look at opportunities for street enveloping, environmental and property improvements, residential development and improving accessibility.	
Roles / Responsibilities	
URC	Project facilitation; identification of funding sources and submission of bids
NWDA	Funding; project development and support
Blackpool Council	Funding; project support; highway and planning authority; preparation of funding bids

Police/PCT	Delivery of coordinated improvement programmes and targeting resources
Housing Corporation / RSLs / English Partnerships	Housing market analysis, intervention in housing market by acquisitions, renovation and renewal of property
Private sector	Developer/investor
Outputs and Outcomes	
Key outcomes will include a neighbourhood action plan, a needs analysis and an improvement programme. The final result will be neighbourhood wide improvements.	
Key actions (18 months)	
<ul style="list-style-type: none"> o Appoint consultants to undertake market needs analysis/prepare baseline data o Prepare action plan/scheme development/funding bid 	
Project: The Residential neighbourhoods	
Project Summary	
The project will involve the improvement of the four residential neighbourhoods in inner Blackpool. The aim is to enable the inner residential neighbourhoods of Blackpool to develop into cohesive and balanced communities with stable, healthy populations able to benefit from and join in with the increased prosperity that the Masterplan developments will bring.	
Roles / Responsibilities	
URC	Project facilitation; identification of funding sources and submission of bids
NWDA	Project support and development
Blackpool Council	Funding; highway and planning authority; coordination; neighbourhood management; community development; preparation of funding bids
Police/PCT	Delivery of coordinated improvement programmes and targeting of resources
Housing Corporation / RSLs/ English Partnerships	Funding; strategic housing advice; intervention in the housing market; acquisition; renovation and renewal of property
Private sector	Developer/investor
Outputs and Outcomes	
Key outcomes will include a neighbourhood profile, housing market analysis, neighbourhood action plan, formal area action plan; a needs analysis, integrated improvement programme, which will all contribute to achieving neighbourhood wide improvements.	
Key actions (18 months)	
<ul style="list-style-type: none"> o Adoption of TAB INI neighbourhood planning guidance o Completion of TAB Health Village phase 2 works o Consultation on preferred option in Central Drive and Claremont o Completion of TAB Health Village phase 3 open space o Submission of draft Area Action Plan for Central Drive and Claremont INIs 	
Strategic Programme: Public realm and the environment	
Project: Central Corridor Phase 1	
Project Summary	
This project aims to create an attractive and thriving high quality gateway into the resort core, town centre, Conference and Casino Quarter and other Masterplan development sites. Construction is already underway, with completion of public realm elements scheduled for winter 2005 / 2006.	
Roles / Responsibilities	
URC	Project facilitation
NWDA	Funding; project development and support
Blackpool Council	Funding; highway and planning authority; managing contractors
Private Sector	Developer/investor

<p>Outputs and Outcomes</p> <p>Key outputs and outcomes are: 7 ha of brownfield land regenerated into a landscaped environment; 121 jobs created and 220 safeguarded; a hotel, public house and restaurant; 105 residential apartments; 3,000 sq m of office space within football stadium; attractive, high quality gateway into the resort; large areas of public park; excellent transport connections into adjoining business and project areas; new competition climbing towers.</p> <p>Key actions (18 months)</p> <ul style="list-style-type: none"> o Completion of public realm elements o South Stand commencement o Commence hotel/restaurant/public house development o Housing development started 												
<p>Project: Central Corridor Phase 2</p> <p>Project Summary</p> <p>This phase extends the Central Corridor project northwards to the Second Gate to include the Lonsdale car park and the Sands Way junction. Central Corridor Phase 2 represents a small section in the context of the whole Central Corridor.</p> <p>Roles / Responsibilities</p> <table> <tr> <td>URC</td> <td>Project facilitation</td> </tr> <tr> <td>NWDA</td> <td>Funding; project development and support</td> </tr> <tr> <td>Blackpool Council</td> <td>Funding; highway and planning authority; managing contractors</td> </tr> <tr> <td>Private Sector</td> <td>Developer</td> </tr> </table> <p>Outputs and Outcomes</p> <p>The overall outputs and outcomes for the whole Central Corridor project are provided under Central Corridor Phase 1. Phase 2 will add 240 car parking spaces, 195m of new footpath and cycle way; and 200m of upgraded highway.</p> <p>Key actions (18 months)</p> <ul style="list-style-type: none"> o Design and development of proposals o Costing of proposals o Statutory approvals o Funding bid 	URC	Project facilitation	NWDA	Funding; project development and support	Blackpool Council	Funding; highway and planning authority; managing contractors	Private Sector	Developer				
URC	Project facilitation											
NWDA	Funding; project development and support											
Blackpool Council	Funding; highway and planning authority; managing contractors											
Private Sector	Developer											
<p>Project: Southern Gateway Phase 2</p> <p>Project Summary</p> <p>This project aims to complete the environmental enhancement of the Southern Gateway at a small site at the Southern end of the Promenade. The project will 'cloak' the unsightly electricity sub-station and landscape the surrounding area to complement the existing Phase 1 works.</p> <p>Roles / Responsibilities</p> <table> <tr> <td>URC</td> <td>Project facilitation; project design</td> </tr> <tr> <td>NWDA</td> <td>Funding; support with bids to other funders; project development and support</td> </tr> <tr> <td>Blackpool Council</td> <td>Funding; highway and planning authority; liaison with H&S Exec; tourist information; operational and safety issues relating to track operation; construction contract management</td> </tr> <tr> <td>Tram Operator</td> <td>Identifying operational and safety issues associated with adjacent tram track</td> </tr> <tr> <td>United Utilities</td> <td>As owner and network distributor, will need to identify operational requirements and safety issues relating to the electricity substation</td> </tr> <tr> <td>Private Sector</td> <td>Contractor; advertising opportunities</td> </tr> </table> <p>Outputs and Outcomes</p> <p>The key output will be 0.42 ha of public realm investment at the key strategic Southern Gateway into the resort. The outcomes will be: a visually exciting visitor arrival experience at the Southern Gateway; an enhanced visitor information point; a more convenient tram waiting area; safer tram driver facilities; additional illuminations feature.</p>	URC	Project facilitation; project design	NWDA	Funding; support with bids to other funders; project development and support	Blackpool Council	Funding; highway and planning authority; liaison with H&S Exec; tourist information; operational and safety issues relating to track operation; construction contract management	Tram Operator	Identifying operational and safety issues associated with adjacent tram track	United Utilities	As owner and network distributor, will need to identify operational requirements and safety issues relating to the electricity substation	Private Sector	Contractor; advertising opportunities
URC	Project facilitation; project design											
NWDA	Funding; support with bids to other funders; project development and support											
Blackpool Council	Funding; highway and planning authority; liaison with H&S Exec; tourist information; operational and safety issues relating to track operation; construction contract management											
Tram Operator	Identifying operational and safety issues associated with adjacent tram track											
United Utilities	As owner and network distributor, will need to identify operational requirements and safety issues relating to the electricity substation											
Private Sector	Contractor; advertising opportunities											

<p>Key actions (18 months)</p> <ul style="list-style-type: none"> ○ Agree with Blackpool Council, Tram operator, United Utilities, H&S Exec on design brief ○ Design and costing of proposals for teardrop shell ○ Identification of required funding 													
<p>Project: St. John's Square</p>													
<p>Project Summary</p> <p>This scheme aims to introduce quality public space into the town centre in order to significantly improve the amenity and attractiveness of the area as well as enhance the linkages and vitality and viability of businesses around the square. The scheme will initially constitute a development project, bringing proposals to the point at which they can be implemented. There may be an opportunity to bring forward implementation of the project during this programme period.</p>													
<p>Roles / Responsibilities</p> <table border="0"> <tr> <td>URC</td> <td>Project facilitation, preparation and submission of funding bid</td> </tr> <tr> <td>NWDA</td> <td>Funding; project development and support</td> </tr> <tr> <td>Blackpool Council</td> <td>Funding; highway and planning authority; legal and estates services; transport advice; construction contract management</td> </tr> <tr> <td>Private sector</td> <td>Local stakeholder business support and involvement; participation and investment in THI</td> </tr> <tr> <td>St. John's Church</td> <td>Land owner and key occupier of site</td> </tr> <tr> <td>Winter Gardens</td> <td>Key stakeholder and potential development partner</td> </tr> </table>		URC	Project facilitation, preparation and submission of funding bid	NWDA	Funding; project development and support	Blackpool Council	Funding; highway and planning authority; legal and estates services; transport advice; construction contract management	Private sector	Local stakeholder business support and involvement; participation and investment in THI	St. John's Church	Land owner and key occupier of site	Winter Gardens	Key stakeholder and potential development partner
URC	Project facilitation, preparation and submission of funding bid												
NWDA	Funding; project development and support												
Blackpool Council	Funding; highway and planning authority; legal and estates services; transport advice; construction contract management												
Private sector	Local stakeholder business support and involvement; participation and investment in THI												
St. John's Church	Land owner and key occupier of site												
Winter Gardens	Key stakeholder and potential development partner												
<p>Outputs and Outcomes</p> <p>Key outputs and outcomes will include: 2,000 sq m of public realm; increased footfall; improved access to St. John's Church and Heritage Centre; reduction in traffic and improvement in air quality; increased safety for pedestrians; enhanced vitality for businesses.</p>													
<p>Key actions (18 months)</p> <ul style="list-style-type: none"> ○ Development of detailed design, budget costs and procurement plan ○ Funding bid and approval 													
<p>Strategic Programme: Strategic transport</p>													
<p>Project: Central Corridor Phase 3 and Pleasure Beach</p>													
<p>Project Summary</p> <p>This project aims to improve accessibility to the Pleasure Beach and Southern Promenade for car and coach traffic as part of an overall accessibility strategy for the resort. It involves road and bridge improvements and the possibility of a tidal traffic management system. This project is linked to the Conference Casino Quarter development, as these transport system improvements must be completed before the Conference Casino Quarter opens in 2009/10.</p>													
<p>Roles / Responsibilities</p> <table border="0"> <tr> <td>URC</td> <td>Project facilitation</td> </tr> <tr> <td>NWDA</td> <td>Funding; project development and support; liaising with Network Rail and transport authorities</td> </tr> <tr> <td>Blackpool Council</td> <td>Funding; planning and highway authority; legal and estate services; managing construction contracts</td> </tr> <tr> <td>Pleasure Beach</td> <td>Production of Accessibility and Parking Strategy</td> </tr> <tr> <td>Railway owner and operator</td> <td>Project approval; planning and legalities</td> </tr> <tr> <td>Private sector</td> <td>Investment, particularly in hotel business of South Beach</td> </tr> </table>		URC	Project facilitation	NWDA	Funding; project development and support; liaising with Network Rail and transport authorities	Blackpool Council	Funding; planning and highway authority; legal and estate services; managing construction contracts	Pleasure Beach	Production of Accessibility and Parking Strategy	Railway owner and operator	Project approval; planning and legalities	Private sector	Investment, particularly in hotel business of South Beach
URC	Project facilitation												
NWDA	Funding; project development and support; liaising with Network Rail and transport authorities												
Blackpool Council	Funding; planning and highway authority; legal and estate services; managing construction contracts												
Pleasure Beach	Production of Accessibility and Parking Strategy												
Railway owner and operator	Project approval; planning and legalities												
Private sector	Investment, particularly in hotel business of South Beach												
<p>Outputs and Outcomes</p> <p>Key outputs and outcomes: 7.3 ha of brownfield land improvements; 2.9 ha of public realm investment; 0.28 km of 3-lane access into the resort; remodeled car parking spaces; bridge replacement providing improved views; new local and inward investment opportunities for hotel businesses.</p>													
<p>Key actions (18 months)</p> <ul style="list-style-type: none"> ○ Complete Accessibility and Parking Strategy ○ Agree truncation of Fylde Railway ○ Design/cost Waterloo Bridge, Junction, third lane, car park 													

<p>Project: Tramway</p> <p>Project Summary</p> <p>This project will improve the tram system linking Fleetwood with Blackpool, running through the resort core to close to the airport. The tram system is one of Blackpool's major tourist attractions and improvements are required to ensure the town's regeneration potential is maximised.</p> <p>Roles / Responsibilities</p> <table> <tr> <td>URC</td> <td>Project facilitation</td> </tr> <tr> <td>Department for Transport</td> <td>Funding</td> </tr> <tr> <td>Lancashire County Council</td> <td>Funding</td> </tr> <tr> <td>Blackpool Council</td> <td>Funding; highway and planning authority</td> </tr> <tr> <td>Private sector</td> <td>Operator</td> </tr> </table> <p>Outputs and Outcomes</p> <p>The key outcomes will be a modernised tram system with increased capacity and reliability, and new rolling stock working together with heritage trams.</p> <p>Key actions (18 months)</p> <ul style="list-style-type: none"> o Government support tram project and implementation timescale agreed o Implementation begins 	URC	Project facilitation	Department for Transport	Funding	Lancashire County Council	Funding	Blackpool Council	Funding; highway and planning authority	Private sector	Operator
URC	Project facilitation									
Department for Transport	Funding									
Lancashire County Council	Funding									
Blackpool Council	Funding; highway and planning authority									
Private sector	Operator									
<p>Project: Blackpool Airport</p> <p>Project Summary</p> <p>Roles / Responsibilities</p> <p>Outputs and Outcomes</p> <p>Key actions (18 months)</p> <ul style="list-style-type: none"> o 										
<p>Strategic Programme: Project, programme and performance Management</p>										
<p>Project: Pre-Development Fund and Strategic Infrastructure Studies</p> <p>Project Summary</p> <p>The Fund will meet the costs of a variety of preparatory work in support of activities that contribute towards ReBlackpool's overall aims and objectives. It will also save time and resources, as funding will not have to be applied for on a project-by-project basis.</p> <p>The fund would be used for transport assessments and accessibility studies, site investigations, service investigations and development planning.</p> <p>Roles / Responsibilities</p> <table> <tr> <td>URC</td> <td>Project facilitation; administering and managing the fund</td> </tr> <tr> <td>NWDA</td> <td>Funding; project development and support</td> </tr> </table> <p>Outputs and Outcomes</p> <p>The project will result in feasibility studies; bespoke advice and designs. In addition, once completed, public realm investment will result from projects that were researched/developed using the fund.</p> <p>Key actions (18 months)</p> <ul style="list-style-type: none"> o Initiate fund 	URC	Project facilitation; administering and managing the fund	NWDA	Funding; project development and support						
URC	Project facilitation; administering and managing the fund									
NWDA	Funding; project development and support									

Project: Monitoring and Evaluation	
Project Summary	
This project will involve measuring the success of the URC against baseline information. Methods used will include visitor satisfaction surveys, car parking counts, pedestrian footfalls and hotel occupancy rates. The information produced by this project will be used to monitor, manage and evaluate URC programmes.	
Roles / Responsibilities	
URC	Project design and implementation; co-ordination of information sources; appointment of consultants; publication and distribution of reports
NWDA	Funding; project development and support; statistical input
Blackpool Council	Funding; information collection and analysis
Private sector	Provision of statistical and survey information where appropriate
Outputs and Outcomes	
The project will result in survey information, which will lead to better informed decision making for the URC and a measure of progress for government bodies, stakeholders, investors and the public.	
Key actions (18 months)	
<ul style="list-style-type: none"> o Appointment of consultants to set up monitoring system o Agree monitoring system and requirements for baseline data o Start collecting baseline data o Publication of annual URC report 	

Table 4.3 summarises the status of each of the projects being progressed as part of this plan period. Three projects are identified as strategic reserves, which can be brought forward earlier if required.

Table 4.3: Status of projects				
Project	Status			
	Under construction	Years 1-4: Implementation	Years 1-4: Project development	Years 1-4: Project development (strategic reserve)
Priority projects				
Conference and casino quarter		√		
Talbot Road		√	√	
Central Seafront	√	√	√	
Resort regeneration				
Opportunity purchases		√		
Central Blackpool HE Campus		√		
Resort Enterprise Centre		√		
Town centre regeneration				
Hounds Hill Phase 1	√			
Neighbourhood improvement				
South Beach and the Village			√	
Residential neighbourhoods	√	√	√	√
Public realm and the environment				
Central Corridor Phase 1	√			
Central Corridor Phase 2				√
Southern Gateway Phase 2				√
St John's Square				√

Strategic transport				
Central Corridor Phase 3 and Pleasure Beach			√	√
Tramway		√		
Blackpool International Airport				
Project, programme and performance management				
Pre-development Fund & Strategic infrastructure studies		√		
Monitoring & evaluation		√		

If greater public sector resources are available than is planned, then the intention would be to bring forward the strategic reserve projects. Likewise if some slippage were to occur on other projects these would be brought forward earlier.

In a situation where less funding were available the emphasis would be on delivering the priority projects and those projects closely linked to them.

4.4 Project programme

The project programme for the plan period is summarised in Figure 4.1. Further details of the timing of key activities are included at Appendix B.

Figure 4.1: Project programme 2005-06 to 2008-09

	year 2005/6				year 2006/7				year 2007/8				year 2008/9				Later Years			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Priority projects																				
Conference Casino Quarter																				
Hounds Hill Phase 1																				
Central Seafront Public Realm																				
Resort Regeneration																				
Opportunity Purchases																				
Central Blackpool Higher Education Campus																				
Resort Enterprise Centre																				
Town Centre Regeneration																				
Talbot Road Phase 1																				
Neighbourhood Improvement																				
South Beach & The Village Resort Neighbourhood (Action Plans)																				
The Residential Neighbourhoods (Action Plans)																				
Public realm/ environment																				
Central Corridor Phase 1																				
Central Corridor Phase 2 (Funding bid)																				
Southern Gateway Phase 2 (design and costing)																				
St John's Square																				
Strategic transport																				
Central Corridor Phase 3 and Pleasure Beach																				
Tramway																				
Blackpool Airport																				
Programme & performance management																				
Pre-Development Fund - Strategic Infrastructure Studies																				
Monitoring and Evaluation																				

5 Capital Resources and outputs

FURTHER INFORMATION TO FOLLOW

5.1 Programme capital requirement

This Business Plan covers a four year period. However, ReBlackpool has identified a fifteen year investment programme. A number of major projects are not expected to start within this Business Plan period. For example, Central Beach (Second Gate), which is expected to accommodate a casino, spa and family leisure development and generate substantial private sector investment, is not included.

Table 5.1 summarises the total estimated capital cost and funding for each of the direct projects in the plan period.

Figure 5.1: Programme/project investment plan (£ million) for plan period projects							
Projects		2005/06	2006/07	2007/08	2008/09	Later Years	Total
Priority projects							
Conference and casino quarter	Public		0.6	7.3	7.4	6.0	21.3
	NWDA		0.6	2.3	2.4	6.0	11.3
	BC			5.0	5.0		10.0
	Other						
	Private			5.0	40.0	293.0	338.0
	Total		0.6	12.3	47.4	299.0	359.3
Talbot Road	Public	0.2	0.4	4.625	5.1	20.3	30.625
	NWDA	0.2	0.4	4.625	5.1	9.3	19.625
	BC					11.0	11.0
	Other						
	Private		0.5	2.0	3.5	191.0	197.0
	Total	0.2	0.9	6.625	8.6	211.3	227.625
Central Seafront	Public	5.5	19.0	25.75	28.75	30.5	109.5
	NWDA		5.0	6.0	7.0	12.0	30.0
	BC	1.5	3.0	7.0	4.5	5.5	21.5
	Other	4.0	11.0	12.75	17.25	13.0	58.0
	Private			6.0	2.0	4.0	12.0
	Total	5.5	19.0	31.75	30.75	34.5	121.5
Resort regeneration							
Opportunity purchases	Public		1.4	1.3			2.7
	NWDA		1.4	1.3			2.7
	BC						
	Other						
	Private						
	Total		1.4	1.3			2.7
Central Blackpool HE campus	Public	0.65	3.8	5.55	0.8		10.8
	NWDA	0.416	2.432	1.152			4.0
	BC						
	Other	0.234	1.368	4.398	0.8		6.8
	Private						
	Total	0.65	3.8	5.55	0.8		10.8
Resort Enterprise Centre	Public	0.25	1.5	0.75			2.5
	NWDA						
	BC						
	Other	0.25	1.5	0.75			2.5
	Private						
	Total	0.25	1.5	0.75			2.5
Town centre regeneration							
Hounds Hill Phase 1	Public						
	NWDA						
	BC						
	Other						
	Private	5.0	15.0	15.0			35.0
	Total	5.0	15.0	15.0			35.0
Neighbourhood improvement							
South Beach and the village	Public		0.05	0.05			0.1
	NWDA		0.05	0.05			0.1
	BC						
	Other						
	Private						
	Total		0.05	0.05			0.1
Residential neighbourhoods	Public	18.0	16.2	15.5	15.5		65.2
	NWDA						
	BC	6.1	4.3	4.5	4.5		19.4
	Other	11.9	11.9	11.0	11.0		45.8
	Private						
	Total	18.0	16.2	15.5	15.5		65.2
Public realm and the environment							
Central Corridor Phase 1	Public	6.7					6.7
	NWDA	1.6					1.6
	BC	0.8					0.8
	Other	4.3					4.3
	Private						

	Private	1.0	12.8	6.0			19.8
	Total	7.7	12.8	6.0			26.5
Central Corridor Phase 2	Public	0.075	0.075			1.5	1.65
	NWDA	0.075	0.075			1.5	1.65
	BC						
	Other						
	Private						
	Total	0.075	0.075			1.5	1.65
Southern Gateway Phase 2	Public	0.025				1.5	1.525
	NWDA	0.025				1.5	1.525
	BC						
	Other						
	Private						
	Total	0.025				1.5	1.525
St John's Square	Public	0.03	0.02			3.0	3.05
	NWDA	0.03	0.02			2.1	2.15
	BC					0.5	0.5
	Other					0.4	0.4
	Private	0.35				0.35	0.7
	Total	0.38	0.02			3.35	3.75
Strategic transport							
Central Corridor Phase 3 and Pleasure Beach	Public	0.03	0.03	3.25	6.0	15.0	24.31
	NWDA	0.03	0.03	3.25	4.0		7.31
	BC						
	Other					2.0	17.0
	Private		0.03			15.0	0.03
	Total	0.03	0.06	3.25	6.0	15.0	24.34
Tramway	Public		11.0	34.5	50.4		95.9
	NWDA						
	BC		1.4	4.3	6.3		12.0
	Other		9.6	30.2	44.1		83.9
	Private						
	Total		11.0	34.5	50.4		95.9
Blackpool International Airport	Public						
	NWDA						
	BC						
	Other						
	Private	TBA	TBA	TBA	TBA	TBA	TBA
	Total	TBA	TBA	TBA	TBA	TBA	TBA
Project, programme and performance management							
Pre-development & Strategic infrastructure studies	Public		0.5	0.5	0.5		1.5
	NWDA		0.5	0.5	0.5		1.5
	BC						
	Other						
	Private						
	Total		0.5	0.5	0.5		1.5
Monitoring & evaluation	Public		0.03	0.03			0.06
	NWDA		0.03	0.03			0.06
	BC						
	Other						
	Private						
	Total		0.03	0.03			0.06

A summary of the gross public sector capital funding requirement is set out in Table 5.2. In subsequent business plan periods, the level of private sector investment is expected to be substantially greater than public sector.

Figure 5.2: Programme/project investment for plan period projects (£ million)						
Projects	2005/06	2006/07	2007/08	2008/09	Later Years	Total
Public	31.46	54.605	99.105	114.45	77.8	376.62
NWDA	2.376	10.537	19.207	19.0	32.4	83.52
BC	8.4	8.7	20.8	20.3	17.0	75.2
Other	20.684	35.368	59.098	75.15	28.4	218.7
Private	6.35	28.33	34.0	45.5	488.35	602.53
Total Capital	37.81	82.935	133.105	159.95	566.15	979.95

5.2 Outputs

The estimated total key outputs over the plan period, including direct and facilitated projects are set out in Table 5.3.

Table 5.3: Forecast total key outputs for plan period projects

	Forecast outputs					Lifetime forecast	Percentage of lifetime forecast outputs claimed by		
	2005/ 06	2006/ 07	2007/ 08	2008/ 09	Future	Total	NWDA	BC	Other
Jobs created (No.)						8,275			
Jobs safeguarded (No.)						220			
Public and private sector investment levered regeneration infrastructure						£895.63 million			
Brownfield land reclaimed (Ha)						38.7 ha			
Employment floor space (sq m)						189,300 sq			
Housing units constructed (No.)						195			

In terms of value for money, the projects in this plan period are expected to generate 8,495 new and safeguarded jobs. Allowing for a gross to net additionality ratio of, say, 50%, this might equate to 4,250 net additional local jobs. Given discounted⁷ public sector economic regeneration⁸ investment of £150 million, over the plan period, the cost per net additional job would be £35,294. This is within the English Partnerships' benchmark range, the upper end of which is £42,000.

5.3 Realising the benefits - linked projects and programmes

ReBlackpool will work closely with the founder members, other regional and sub-regional partners and, in particular, the Blackpool Local Strategic Partnership (LSP) and Lancashire Economic Partnership to ensure that disadvantaged individuals and communities and local businesses can access the opportunities created.

Blackpool's LSP, which built on existing partnerships, and is made up of public, private and voluntary representatives, has a clear vision of what it wants to achieve for local people and local businesses. This is expressed in a Community Plan with 6 themes supported by active partnerships, as follows:

- | | |
|------------------------------------|-----------------------------------|
| 1 - Quality education and training | 2 - Healthy lives |
| 3 - Safer communities | 4 - Quality homes and environment |
| 5 - Strong and vibrant communities | 6 - A prosperous town |

ReBlackpool has established formal working connections with the LSP at both board level and partnership level. The chair of the LSP is a ReBlackpool board member. ReBlackpool is also an active participant in the Local Economic and Housing partnerships. These partnerships address the interrelated socio-economic issues arising from poor housing and unemployment and bring together a wide range of local interests and agencies involved in neighbourhood renewal, economic development and skills and training. It is through the LSP generally and these partnerships in particular that ReBlackpool will seek to connect economic opportunity and social need and ensure that progress made in creating new and better jobs creates healthy, vital communities across inner Blackpool.

This relationship is expressed in diagrammatic form in Figure 5.1.

⁷ Discounted at the social time preference discount rate of 3.5%.

⁸ Excluding transport and coastal flood defence investment.

Figure 5.1: Blackpool LSP

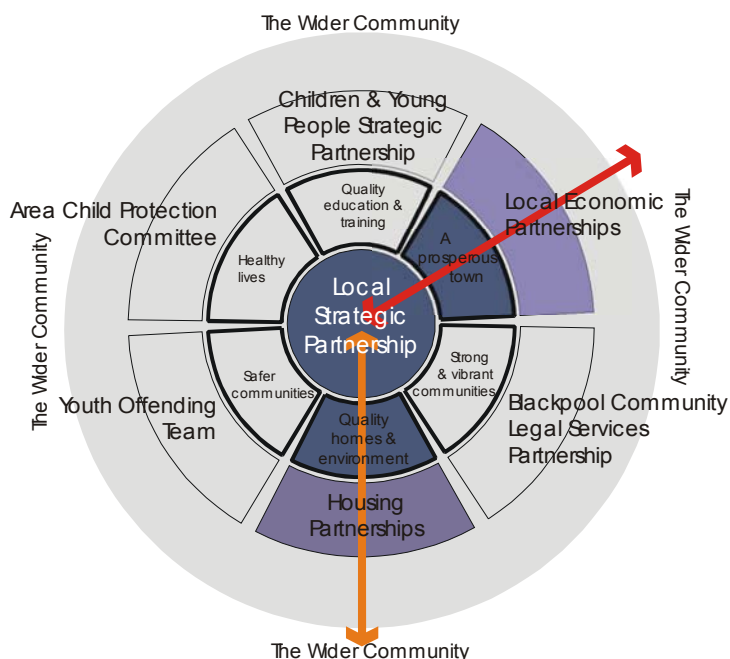


Table 5.4 shows the linked projects and initiatives that will ensure that local people and businesses benefit from ReBlackpool and these are further detailed in the Regeneration Framework – see Appendix D.

Table 5.4: Realising the benefits	
Project	Securing local benefits:
Priority projects	
Casino/conference quarter	<ul style="list-style-type: none"> ▪ Sustainable and Vocational Tourism project (SUVOT) – project considering negative impact mass tourism can have on sustainability ▪ INTERREG Project – sustainable tourism project ▪ Gaming Academy – regional gaming academy based at Blackpool and The Fylde College ▪ Research studies – studies into the impact and effects of a resort casino destination in Blackpool and the demands this will place on the workforce ▪ Training and employability support
Talbot Road	<ul style="list-style-type: none"> ▪ Talbot and Brunswick Integrated Neighbourhood Initiative – landscape improvement project ▪ Training and employability support ▪ Blackpool City Learning Centre and TV studio – provides new ICT resources and services for the local community ▪ Layton Library Learning Centre – provides a range of ICT resources that are directed at engaging the community
Central seafront	<ul style="list-style-type: none"> ▪ Solaris – development of a 60 year old former Solarium building situated close to the seafront ▪ Sustainable and Vocational Tourism project (SUVOT) – project considering negative impact mass tourism can have on sustainability ▪ INTERREG Project – sustainable tourism project ▪ Training and employability support
Resort regeneration	
Opportunity purchases	<ul style="list-style-type: none"> ▪ N/A
Central Blackpool HE campus	<ul style="list-style-type: none"> ▪ Gaming Academy – regional gaming academy based at Blackpool and The Fylde College ▪ Carousel – a training hotel giving students from Blackpool and Fylde

	<ul style="list-style-type: none"> College the opportunity to work 'in situ' in a working hotel ▪ City Learning and ICT Centre (Palatine) – engages residents in the planning, development and use of ICT facilities and skills ▪ Seaside's Community Learning Centre – high tech learning centre offering wide range of training programmes aimed at improving ICT skills ▪ Blackpool City Learning Centre and TV studio – provides new ICT resources and services for the local community ▪ Layton Library Learning Centre – provides a range of ICT resources that are directed at engaging the community
Resort Enterprise Centre	<ul style="list-style-type: none"> ▪ Economic development programmes ▪ Training and employability support
Town centre regeneration	
Hounds Hill Phase 1	<ul style="list-style-type: none"> ▪ Training and employability support
Neighbourhood improvement	
South Beach and the Village	<ul style="list-style-type: none"> ▪ Blackpool Community Safety Partnership – implementation of community safety measures such as alleygating and back street lighting ▪ Tourism Support Bureau – offers business advice and support for those in the accommodation sector ▪ Hoteliers into Training Scheme – delivers training addressing identified skills gaps ▪ Invest in Best – grant assistance scheme to help those in the accommodation sector improve their quality and offer ▪ HOAST – local accreditation scheme providing a quality standard ▪ Quality Management Initiative – aims to improve quality and implement best practice within the tourism sector ▪ Community NOW – aimed at pulling together the structure, lines of communication and shared vision for community renewal ▪ Health initiatives – such as Crack Cocaine Support Services and Teenage Pregnancies project ▪ ICAN – provides locally based IT access points for community benefit and support and guidance ▪ Blackpool City Learning Centre and TV studio – provides new ICT resources and services for the local community ▪ Layton Library Learning Centre – provides a range of ICT resources that are directed at engaging the community
Residential neighbourhoods	<ul style="list-style-type: none"> ▪ Training and employability support ▪ Health initiatives- delivering services direct into the community ▪ Police reassurance project- providing safer local environment ▪ SureStart- accessible training opportunities and support
Public realm / environment	
Central Corridor Phase 1 & 2	<ul style="list-style-type: none"> ▪ Tourism Support Bureau – offers business advice and support for those in the accommodation sector ▪ Hoteliers into Training Scheme – delivers training addressing identified skills gaps
Southern Gateway Phase 2	<ul style="list-style-type: none"> ▪ N/A
St John's Square	<ul style="list-style-type: none"> ▪ N/A
Strategic transport	
Central Corridor Phase 3 and Pleasure Beach	<ul style="list-style-type: none"> ▪ N/A
Tramway	<ul style="list-style-type: none"> ▪ Local accessibility ▪ Sustainable and Vocational Tourism project (SUVOT) – project considering negative impact mass tourism can have on sustainability
Blackpool International Airport	<ul style="list-style-type: none"> ▪ Training and employability support
Programme and performance management	
Pre-development fund & Strategic infrastructure studies	<ul style="list-style-type: none"> ▪ Local accessibility
Monitoring & evaluation	<ul style="list-style-type: none"> ▪ N/A

6 Operating arrangements and budget

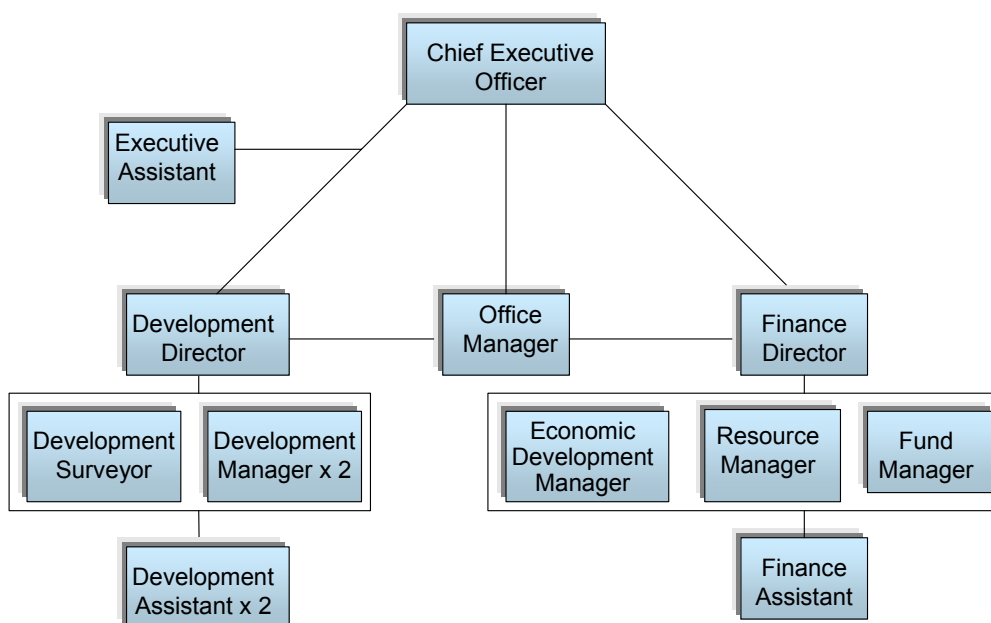
6.1 Introduction

This section sets out the structure of the Executive team, the proposed operating arrangements and roles of partners, the communication strategy and the operating budget. A full copy of the Operating Plan is included at Appendix C.

6.2 Executive team

It is proposed that the executive team will comprise 14 staff (see 6.1 below).

Figure 6.1: Blackpool URC - Executive Team



6.3 Operating arrangements and the roles of partners

ReBlackpool is a company limited by guarantee. The company's name is ReBlackpool Urban Regeneration Company Limited, but it is operating under the name ReBlackpool. The founder members are Blackpool Council and the NWDA.

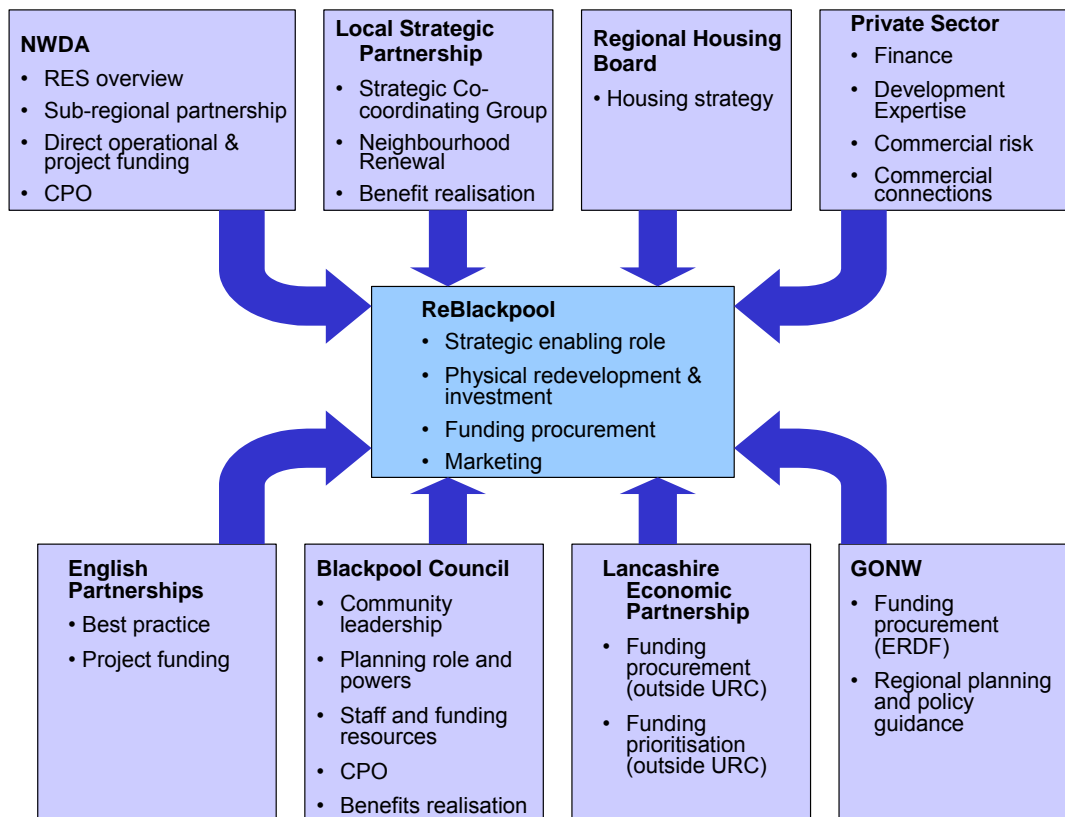
A Board has been appointed comprising 12 members, chaired by Sir Peter Hall.

ReBlackpool will be working with the founding members to develop specific policies and standing orders concerning the operation of the Board (including conflicts of interest), Financial Regulations, Procurement and staffing policies. These will be in place by 1 April 2006.

The principal way in which a URC operates is to facilitate and promote action by others – either in the public or private sectors – to secure physical and economic regeneration. Its primary resource is its staff and their expertise and the influence of its Board. Consequently, it is essential that clear operating processes and procedures are in place. The Operating Plan sets out details of the processes and procedures that are being put in place with the founder members.

Figure 6.2 shows the roles and responsibilities of ReBlackpool and its partners.

Figure 6.2 Summary roles and responsibilities



The specific roles of Blackpool Council, the NWDA and ReBlackpool in delivering the Blackpool Resort Masterplan are as follows:

(i) Blackpool Council

- Financial and operational support to ReBlackpool;
- Implement and manage its capital programme to support and deliver the ReBlackpool objectives and Masterplan;
- Deliver services to residents, businesses and visitors in a manner that supports and delivers the ReBlackpool objectives and Masterplan;
- Use its CPO powers to support and deliver the ReBlackpool objectives and Masterplan;
- Prepare and submit the licence bids for the Resort and large casinos;
- Effectively link neighbourhood renewal and business development programmes with the ReBlackpool programme; and
- Promote Blackpool as a resort and location for investment.
- Jointly co-ordinate with ReBlackpool a programme of community consultation and engagement

(ii) NWDA

- Financial and operational support to ReBlackpool;
- Manage and deliver its activities to support and deliver the ReBlackpool objectives and Masterplan;
- To agree and implement an investment programme for the ReBlackpool area;

- Use its CPO powers to support and deliver the ReBlackpool objectives and Masterplan, where they provide a distinct benefit to the development timescale; and
- To promote Blackpool as a resort and a priority location for investment.

(iii) ReBlackpool

- To promote delivery of the ReBlackpool objectives and Masterplan and to monitor, report and review progress – and where necessary make changes;
- Develop the case and support the bid for the pilot Regional Casino licence and large casinos;
- To provide overall programme management;
- To stimulate, encourage and focus actions of others;
- To identify, develop and manage with partners the delivery of projects;
- To monitor and assess progress; and
- To contribute to the promotion of Blackpool as a location for investment.
- Join with Blackpool Council to deliver a programme of community consultation and engagement

6.4 Communication strategy

A joint marketing and communication strategy will be developed with Blackpool Council and the NWDA. Funding for project specific marketing will be included within the capital investment programme.

Four early priorities will be:

(i) Community Engagement Strategy – The development of a comprehensive communication strategy with local residents aiming to ensure engagement in, and ownership of the Investment Plan.

(ii) ReBlackpool Website - A corporate website is an essential part of any modern communications strategy.

(iii) Party political and trade conferences – ReBlackpool representatives will attend political and trade conferences.

(iv) Exhibitions, events and marketing materials – ReBlackpool will develop a suite of marketing material and identify a programme of targeted exhibitions and events. Exhibition stands and display materials will need to be procured along with promotional products.

Materials for use by schools will be produced. Trade and other advertising will be undertaken. In addition, there will be planning and review meetings with the media and regular media briefings and releases.

In addition, the first annual report is an important way of communicating and reinforcing its messages to the key audiences.

6.5 Operating budget

The operating budget for the period 2005/06 - 2008/09 comprises the following broad cost headings:

- Staffing costs;

- Overheads;
- Promotion and publicity;
- Project costs; and
- Strategic support.

Each of these areas of activity is essential to meeting the aims and objectives of the ReBlackpool programme.

The overall operating programme of expenditure identifies a total of £4,769,000 for the four year programming period 2005/06 - 2008/09. In summary, the programme is shown in Table 6.1.

Table 6.1: Overall programme of expenditure					
Expenditure Item	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	Total £000
Staffing	402	715	737	755	2,608
Overheads	145	81	83	85	394
Promotion & publicity	42	165	167	172	546
Project costs	632	-	-	-	632
Strategic support	132	150	152	155	499
Irrecoverable VAT	38	17	18	18	91
Total	1,390	1,128	1,156	1,185	4,769

Note: Totals may not sum due to rounding

Table 6.2 sets out the funding sources for the operating expenditure, including in-kind contributions.

Table 6.2: Funding sources					
Source	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	Total £000
Blackpool Council	850	666	683	700	2,699
NWDA	540	461	473	485	2,069
Other	-	-	-	-	-
Total	1,390	1,127	1,156	1,185	4,769

Note: Totals may not sum due to rounding

7 Risk assessment

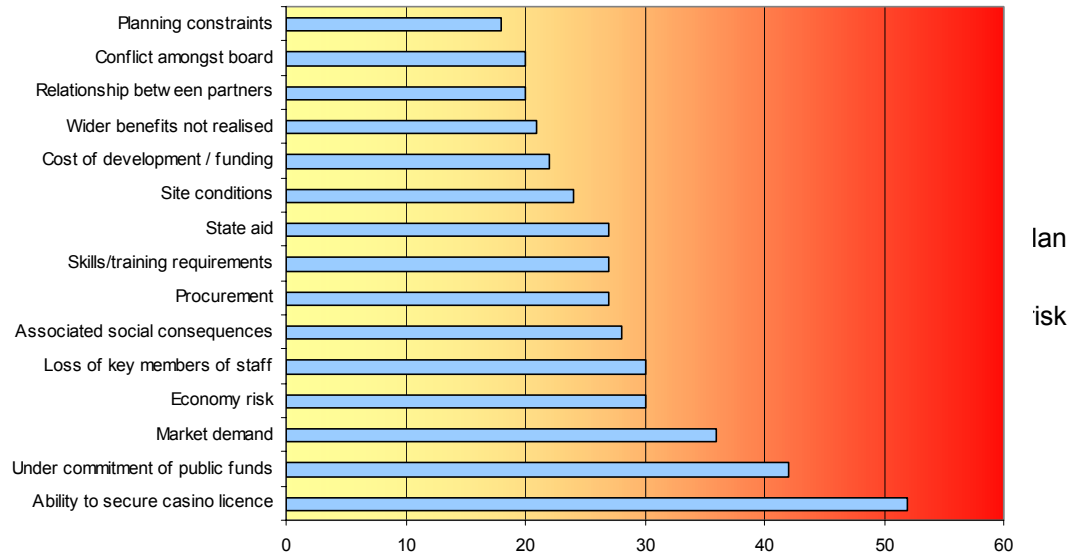
This section presents an assessment of the key risks associated with the URC proposals, and considers mitigation measures. Table 7.1 presents a summary assessment of the main risk areas associated with the proposals.

Table 7.1 Risk assessment										
Risk type	Risk Name	Risk description	Risk status	Probability rating 1 - 5	Cost impact rating 1 - 5	Schedule impact rating 1 - 5	Benefit impact rating 1 - 5	Overall score ¹	Overall rating	Risk management
Casino associated risks	Ability to secure licencs legislative risk	Risk to casino proposals from unfavourable licence decisions	Active	4	3	5	5	52	High	Lobbying has been ongoing to influence key legislative decisions
Public funding	Under commitment of public funding	Risk to the proposals from a lack of public sector investment	Active	3	4	5	5	42	High	It will be important that the URC maintains strong and effective relations with the funding partners
Viability of proposed end use	Market demand	Risk of continuing decline in visitor numbers, despite significant public and private sector investment	Active	3	5	2	5	36	Medium	Detailed market analyses to support each project will be needed to reduce this risk
External influence	Economy risk	Risk of negative shifts in market conditions leading to a reduction in consumer/visitor activity	Active	3	4	1	5	30	Medium	Adoption of an aggressive marketing strategy to cement Blackpool's position both regionally and locally
Organisational risks	Loss of key members of staff	Risk to the implementation of the proposals due to loss of key personnel	Active	3	2	4	4	30	Medium	Employment packages will be reviewed to ensure they are competitive with regard to the industry standard
Casino associated risks	Associated social consequences	Risk from impact of casino in terms of potential negative social consequences	Active	4	2	1	4	28	Medium	A variety of support mechanisms will be put in place to mitigate the risk of adverse social consequences
Project specific	Procurement	Risk that contract disputes and/or poor contractor capabilities cause delays to the programme	Active	3	3	3	3	27	Medium	Develop cost, feasibility and programme work such that contracts can be let quickly once funding secured
Project specific	Skills/training requirement	Risk of inadequate skill levels amongst Blackpool's workforce to support proposed URC activities	Active	3	3	3	3	27	Medium	Implementation of programmes to up-skill local people and enable them to access the opportunities created
External influence	State aid	Risk that State aid issues could affect the implementation of the URC proposals	Active	3	2	4	3	27	Medium	External support engaged to ensure that individual projects are State aid compliant
Site characteristics	Site conditions	Risk of unforeseen site conditions constraining development and causing delays	Active	3	3	3	2	24	Medium	Detailed site investigation and design work required for each project at the earliest possible stage
Viability of proposed end use	Cost of development / funding	Risk that the necessary public sector funding and/or private investment will not be secure	Active	2	1	5	5	22	Medium	The URC will produce detailed business plans and work with funding partners to ensure the necessary resources are available
Casino associated risks	Wider benefits of casinos not being realised	Risk that the local area will not benefit from the wider impacts of the casino proposals	Active	3	1	1	5	21	Low	Urban design and creation of other attractions to ensure time (and money) spent outside of casinos
Organisational risks	Relationship between funding partners	Risk of breakdown in relationship between funders causing delays to proposals	Active	2	2	4	4	20	Low	The URC will work to ensure that a good relationship is maintained between the funding partners
Organisational risks	Conflict amongst board members	Risk of conflict between board members affecting delivery of the URC programme	Active	2	2	4	4	20	Low	Organisational procedures will be established guiding conduct of board members
Viability of proposed end use	Site specific planning constraints	Risk in terms of delay/failure in obtaining necessary planning consents	Active	2	2	4	3	18	Low	The partners will work to ensure that proposals are consistent with regional and local planning policy guidance
External risk	Community Engagement	Lack of engagement of local communities	Active							Development of Community Engagement Strategy
External risk	Community Benefit	Lack of benefits accrued to local communities	Active							Development of programme to link skills development, employment opportunities programmes of local communities.

¹Calculated by summing the impact scores and multiplying by the probability rating.

Figure 7.1 summarises the assessed risk.

Figure 7.1: Risk analysis



8 Succession Arrangements

ReBlackpool is a limited life organisation set up to create a self-sustaining resort and town economy. A 15 year timeframe has been identified to achieve ReBlackpool's objectives.

The objective from the outset is to establish a resort economy in Blackpool that is self sustaining and has the potential to evolve and be refreshed in response to demographic change, changing consumer preferences and the changes driven by the ingenuity and invention of competing products.

This will be achieved by

- Developing a culture of co-operative public/private action and continuous improvement through;
 - (i) Hospitality, business improvement, and skills programmes developed through the Blackpool and Fylde College and others;
 - (ii) The establishment of a Seafront Business Improvement District (BID), along with the already agreed Town Centre BID;
 - (iii) Expansion of the Integrated Neighbourhood Improvement Initiative across the 7 URC neighbourhoods and formalisation and development of the programmes for neighbourhood based empowerment and local co-operative action;
 - (iv) Establishment of a Blackpool Conferencing and Marketing Bureau; and
 - (v) Establishment of a public/private partnership that will monitor and report on resort business, provide information on wider consumer trends and developments in the market and advise and inform the resort evolution process.
- The development of realistic maintenance programmes and robust revenue budgets by Blackpool Council for the improving and expanding public realm.
- The development of funding models and public/private partnerships that will produce long term revenue streams and provide the resort with the ability, going forward, to fund the programmes and projects that will evolve the product and maintain its relevance in the market place. A key element of this will be the public sector securing a ground rent for the Regional Casino in order to create a revenue generating asset.
- The development of strong vibrant links between local communities and new developments within the town, and an increased skill base within the community enabling access to new opportunities.

9 Conclusion

This Investment Plan is the first stage of a 15 year programme designed to radically change the role and offer of Blackpool and put it on a sound, secure and sustainable footing for the future.

The Plan identifies the need for substantial early public sector investment if the vision of a self-sustaining resort and town centre is to be achieved. The next four years will be a watershed for Blackpool, during which it must win the Country's only regional casino licence and put in place the fundamental infrastructure for regeneration.

This first ReBlackpool Investment Plan sets out a framework for co-ordinated action over the next four years. The priorities for action are:

- (i) The conference/casino quarter – fundamental to the Plan is the need to lobby to secure the regional resort pilot licence;
- (ii) The central seafront; and
- (iii) Talbot Road.

It also sets out a comprehensive programme of other projects, which are designed to lever in subsequent private sector investment and to address market failures.

The Plan shows how local people and visitors will benefit from the investments proposed. It also sets out how ReBlackpool and its partners will work together to deliver the programme. In addition, the key strategic risks are identified and initial thoughts on succession arrangements presented.

Overall, the plan indicates that the economic regeneration investment proposed represents value for money. Moreover, that it will result in substantial economic, environmental and social benefits.

The regeneration of Blackpool will contribute substantially to the development of the region and sub-region.

APPENDIX A

Project delivery plan / project profiles

Project scoping schedule									
Conference Casino Quarter									
Project Priority	<table border="1" style="width: 100%;"> <tr> <td>Under Construction</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Years 1-4: Implementation</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Years 1-4: Project Development</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Years 1-4: Project Development (Strategic reserve)</td> <td style="text-align: center;">✓</td> </tr> </table>	Under Construction	✓	Years 1-4: Implementation	✓	Years 1-4: Project Development	✓	Years 1-4: Project Development (Strategic reserve)	✓
Under Construction	✓								
Years 1-4: Implementation	✓								
Years 1-4: Project Development	✓								
Years 1-4: Project Development (Strategic reserve)	✓								
Site Description	<p>This 8 hectare (20 acre) site is strategically located at the heart of the resort, on the southern edge of the town centre. It lies between Central Pier and North Pier, has a prominent 300m sea frontage and excellent links to the M55 motorway through the central corridor which is being upgraded and remodelled. Currently, it functions as a main car park and reception site for local residents shopping in the centre, day trippers, conference delegates and hotel guests. It performs this important role poorly. The extensive surface car park, which is owned by Blackpool Council (BC), occupies the site of the former central station. The car park is burdened by level changes and poor surfacing and it has a hard, uninviting appearance, which is intensified by the incongruous bulk of the Police divisional headquarters, the County and Magistrates Courts, and poor rear elevations of Golden Mile, seafront attractions and amusement arcades. The site boundary stretches back down the central corridor to embrace the vital road junctions and the phased scheme of environmental improvement earmarked for the entire central corridor and set in motion during 2004/05 with the construction of phase 1.</p>								
Background	<p>The Resort Masterplan, published in 2003, identified this prominent seafront site for comprehensive physical change and a signature development dominated by conference/casino cluster. This allocation reflected the need for radical change in this important arrival location, the exceptional development potential associated with its scale and accessibility, and the comprehensive development possibilities arising from extensive public ownership.</p> <p>The Masterplan proposals were later embedded in the policies of the Revised Blackpool Local Plan and supported by a Council statement that it would assist the development process by apply its statutory compulsory purchase and highway closure powers to an appropriate private sector-led scheme of development. The local plan policies, which allocate this site for conference centre and regional casino development, have been supported by the findings of the public Local Plan Inquiry.</p>								
Description and key activities (including progress to date)	<p>This project will respond to the challenge presented by the local plan and produce a comprehensive redevelopment plan for the entire site. This will be prepared with the direct involvement of local stakeholders and will be informed by casino operators and the results of detailed research into the conference market, present and future, prepared by retained specialist advisors The Right Solution.</p> <p>The development proposal will show how a comprehensive development integrating conference centre, casino cluster, retail, food and beverage, entertainment, seafront attractions, hotel, car parking, coach reception, public realm and infrastructure works can be developed in phases over a 4/5 year period. This phased development will be associated with a 'retention and relocation plan' that will incorporate some existing seafront businesses into the proposal and transfer the law courts, divisional police headquarters and other attractions into associated off-site developments. A mitigation plan will seek to minimise the disruption of construction.</p> <p>The development proposal will also provide for a first phase of development comprising a resort casino and 2 large casinos. It will provide for the upgrading of 1 of the large casinos to regional status. This development proposal will lie at the heart of Blackpool's bid to DCMS for regional and large casino licences.</p> <p>The URC is working closely with the joint police authority and the Crown Commissioners Office in preparing detailed briefs for the new off-site developments, identifying new sites and working with architects and cost consultants in developing and testing proposals for these sites. In December 2005 this scheme development process will be completed, and plans will be prepared to secure the relocation sites.</p> <p>Agents acting for the URC are seeking to extend the public land holding within the conference / casino quarter through negotiated purchases. Advisors are also advising the URC on possible co-promotion arrangements with the other 2 significant land owner / operators in this area. This will speed up the delivery process, and will potentially deliver the most complete and commercially attractive solutions. Detailed discussions have commenced and will be concluded by March 2006.</p> <p>Early public sector funding is required to take advantage of opportunity purchases on-site. This will strengthen the CPO case and speed up the process. Early public intervention is also required to secure off-site relocation</p>								

*ReBlackpool
Investment Plan for Sustainable Resort Regeneration
2005/06 - 2008/09
October 2005*

	<p>sites for those uses that must move to release the full development potential of the conference/casino quarter. The timing of this spending is closely linked to the release of development opportunities within the first phase of development at the Talbot project.</p> <p>During late 2005 and 2006 the Site Development Strategy, detailed designs and costs, and procurement/funding schemes will be agreed. A suitable development partner will be secured in early 2006, after which comprehensive development proposals will be worked-up. Site preparation, access works and construction of the Casino complex will begin during April 2008. Completion of the phase 1 regional casino complex is scheduled for the beginning of the 2010 season. This timeline is dictated by the bidding competition for licenses and need for Blackpool to demonstrate that it can deliver a casino development relatively quickly.</p> <p>The precise configuration of the proposed development and the precise phasing of business relocations and further on-site developments will emerge from detailed discussions with the preferred developer partner and potential stakeholder partners. Phasing will also be determined by capital and cash flow considerations. At this time it is envisaged that construction of the conference centre will begin 18 months after construction begins on the phase 1 casino.</p>																																																																						
Purpose	To ignite the regeneration process with a major public/private development that will transform the pattern and scale of visitation, create a truly unique, quality entertainment destination of national and international significance and secure for Blackpool a viable and lasting role in the short holiday, popular entertainment and large organisation conference market. Specifically, to help increase visitor numbers, dwell time and spend, to extend the season and help create a product that can evolve in response to the rising aspirations of holiday makers, day trippers and conference delegates.																																																																						
Target market	The popular, regional day trip and national short holiday markets; the conference, exhibition and adult entertainment markets; local stakeholder and inward investor markets.																																																																						
Approach to delivery	<p>URC – delivering the ambitions and intentions of the Masterplan by leading on creative design and development briefing, scheme development, marketing, negotiation, partner procurement, fund bidding, implementation management, cost control, and output/outcome achievement.</p> <p>NWDA – URC partner providing mainstream capital and revenue funding and shaping the scale of URC involvement, its impact and momentum.</p> <p>BC – URC partner providing mainstream revenue funding and land, providing technical expert advice on licensing and infrastructure, and delivering efficient, timely support from statutory planning, transportation, highway, legal and estates services.</p> <p>Private sector – the major scheme driver, developer, principle investor and potential co-promoter, connecting with end users and investors to provide private capital funding and professional services and deliver a commercial scheme that meets the requirements of the development brief.</p>																																																																						
Mitigation Plan	Transformational change through large scale, civil engineering and building construction at this gateway location which is also a strategic parking area for visitors, local shoppers and conference delegates will require the private developer partner and URC to work closely with the Council and other key local interests to develop proposals that will minimise disruption, protect key interests and maximise the development opportunity. The development proposals will be published with a detailed phasing plan and a mitigation plan. This will ensure that there is a planned development process that is widely understood and clearly informed by local stakeholders.																																																																						
Programme / Key milestones	<p>03.06; procurement plan and development programme for Div Police HQ agreed with Joint Police Authority</p> <p>06.06; funding bid for opportunity purchases approved</p> <p>06.06; procurement plan and development programme for courts agreed with Crown Commissioners</p> <p>03.06; procurement strategy for conference/casino quarter agreed</p> <p>03.06; bid to DCMS panel completed</p> <p>09.06; outline planning permission for conference/casino quarter development approved</p> <p>10.06; casino licences obtained</p> <p>07.07; detailed development scheme and preferred development partner agreed</p> <p>10.07; detailed planning permission for Phase 1 casino development obtained</p> <p>03.08; site for Div Police Headquarters secured</p> <p>06.08; alternative parking arrangements completed</p> <p>01.09; statutory approvals</p> <p>03.10; phase 1 casino development completed</p>																																																																						
Costs, income and funding	<p>* BC contribution not yet determined figures shown are conservative estimates related to current land use</p> <table border="1"> <thead> <tr> <th>Source</th> <th>Year 2005/06</th> <th>Year 2006/07</th> <th>Year 2007/08</th> <th>Year 2008/09</th> <th>Future Years</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Phase 1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>RDA</td> <td>-</td> <td>£0.6m</td> <td>£2.3m</td> <td>£2.4m</td> <td>£6.0m</td> <td>£11.3m</td> </tr> <tr> <td>BC</td> <td>-</td> <td>-</td> <td>£5.0m</td> <td>£5.0m</td> <td>-</td> <td>£10.0m</td> </tr> <tr> <td>Other</td> <td>-</td> <td>-</td> <td>£5.0m</td> <td>£20.0m</td> <td>£83.0m</td> <td>£108m</td> </tr> <tr> <td>Phase 2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other</td> <td>-</td> <td>-</td> <td>-</td> <td>£20.0m</td> <td>£40.0m</td> <td>£60.0m</td> </tr> <tr> <td>Phase 3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>£170.0m</td> <td>£170.0m</td> </tr> <tr> <td>Total</td> <td>-</td> <td>£0.6m</td> <td>£12.3m</td> <td>£47.4m</td> <td>£299m</td> <td>£359.3m</td> </tr> </tbody> </table>	Source	Year 2005/06	Year 2006/07	Year 2007/08	Year 2008/09	Future Years	Total	Phase 1							RDA	-	£0.6m	£2.3m	£2.4m	£6.0m	£11.3m	BC	-	-	£5.0m	£5.0m	-	£10.0m	Other	-	-	£5.0m	£20.0m	£83.0m	£108m	Phase 2							Other	-	-	-	£20.0m	£40.0m	£60.0m	Phase 3							Other	-	-	-	-	£170.0m	£170.0m	Total	-	£0.6m	£12.3m	£47.4m	£299m	£359.3m
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<p>Outputs / outcomes</p>	<p>Indicative Outputs</p> <p>Phase 1</p> <ul style="list-style-type: none"> ▪ 24,000 sq m mixed resort casino, retail and leisure entertainment ▪ 1,800 parking spaces ▪ 500 hotel bedrooms – (18,000 sqm) ▪ 200m of upgraded access corridor <p>Phase 2</p> <ul style="list-style-type: none"> ▪ 15,000 sqm mixed large casino, retail and leisure entertainment ▪ New Div Police Headquarters <p>Phase 3</p> <ul style="list-style-type: none"> ▪ 15,000 sqm mixed casino/entertainment floor space upgraded large to resort status ▪ 500 hotel bedrooms (18,000sqm) ▪ 26,000 sqm of integrated conference/exhibition space <p>Outcomes</p> <ul style="list-style-type: none"> ▪ Jobs safeguarded ▪ Jobs created - 6,500 (estimated) ▪ Visitor numbers increased ▪ Visitor spending increased
<p>Risks</p>	<p>Blackpool fails to secure the casino licences</p> <p>The complexity of this project and need to relocate the courts and Div Police Headquarters will delay the subsequent development phases and result in cost overruns</p> <p>The regenerative benefit that can be secured from the casino development will not provide total funding for the police station and conference centre and the public contribution will rise.</p>
<p>Value for money</p>	<p>This project is central to the new vision for Blackpool. It will have substantial wider benefits by creating a new national and international destination. It is provisionally estimated that the project might create some 6,500 jobs. Given a public sector cost of £21.3 million and assuming an additionality ratio of 50%, this would indicate a public sector cost per net additional job of £6,500. This compares very well with benchmark ratios, such as those identified in the English Partnerships' Best Practice Note. Furthermore, it is likely that the site will generate either a significant capital receipt to the public sector or an ongoing ground rent.</p>
<p>Management and maintenance</p>	<p>Responsibility for maintenance and management of much of this development will rest with the private sector. Public realm will fall within the highway and will be maintained and managed by Blackpool Council. Responsibility for car park maintenance will be determined as part of the scheme development process which will consider a variety of options and assess their practicality with the developer partner and the Council, which has revenue interests to consider. Maintenance of pedestrian public realm would conventionally be maintained by BC with monies identified in its rolling, three year revenue budget. During the scheme development period this area will become part of the Seafront Business Improvement District which is being formed to lift quality in the use, management and maintenance of the extended and much more sophisticated public realm that will characterise the new Blackpool. Clearly, as part of the BID business planning process consideration will be given to BID responsibilities in the Conference / Casino Quarter.</p>

Project scoping schedule			
Opportunity Purchases			
Project Priority	Under Construction		
	Years 1-4: Implementation		✓
	Years 1-4: Project Development		
	Years 1-4: Project Development (Strategic reserve)		
Site Description	Individual properties within the two target areas of the Conference Casino Quarter and Talbot Road, together with reception sites for uses relocated from these sites. The total area covered being approximately 19 hectares (47 acres).		
Background	Acquisitions and relocation options are already being pursued to enable site assembly but there may be opportunities to make further strategic purchases as these two principal projects are being developed. Reception sites will also need to be identified and acquired well in advance of major development in order to relocate existing uses. The Business Protection Plan will also require some purchases to be made to provide temporary accommodation for businesses, car parking etc in order to protect key interests and keep the businesses of the resort functioning as normally as possible throughout the development transformation.		
Description and key activities (including progress to date)	Locate and acquire suitable reception sites for relocated uses, including Law Courts and Police Station. Identify site and property needs of Business Protection Plan; identify suitable sites and acquire. Respond to market opportunities as they arise.		
Purpose	A property acquisition fund in order to facilitate site assembly and enable redevelopment in the Conference Casino Quarter and the Talbot Road area; to avoid delay in and additional costs of their redevelopment, enhancing the position of the URC to deliver the projects to budget and on programme; to reduce reliance on compulsory acquisition powers and the risks, additional costs and delays associated with such procedures.		
Target market	URC and its development partners		
Approach to delivery	URC – Project facilitation; site identification and price negotiation; identification of requirements for reception sites and of requirements for temporary accommodations NWDA – CPO support, funding BC – Estates and legal services; temporary Asset Management Crown Commissioners Office – assessment of reception site characteristics; Courts PFI delivery Joint Police Authority– assessment of reception site characteristics		
Mitigation Plan	This project is partly to facilitate the Business Protection Plan in seeking to assist with site assembly in the two priority sites of Talbot Road and the Conference Casino Quarter. Businesses affected will be appropriately compensated.		
Programme / Key milestones	04.06; agree acquisition fund 04.06; Agree and activate acquisition of host sites for Law Courts and Police Station 12.06; Acquire site for car and coach parking associated with the Talbot Road project		

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Costs, income and funding	Source	Year 2005/06	Year 2006/07	Year 2007/08	Year 2008/09	Future Years	Total
	RDA	-	£1.4m	£1.3m	-	-	£2.7m
	BC	-	-	-	-	-	£0m
	Private	-	-	-	-	-	£0m
	Total	-	£1.4m	£1.3m	-	-	£2.7m
	Outputs / outcomes	Key outcomes once completed will include: <ul style="list-style-type: none"> ▪ Increased unencumbered land ownership in the two key sites enhancing the deliverability of the projects ▪ Reduction in potential CPO delays, costs and risks of dismissal ▪ Enhancement of the resort's ability to cope with disruption during construction phases of the projects and therefore business mitigation 					
Risks	That funding is not secured That suitable sites are not available on the open market That sites cannot be acquired to meet the project programmes That relocation client requirements change						
Value for money	This project will facilitate the delivery of both the Conference Casino Quarter and the Talbot Road project. If the opportunity purchase public sector costs were, for example, to be added to the former, the cost per job ratio would remain very substantially lower than benchmarks.						
Management and maintenance	There will be temporary Asset Management requirements but no long-term maintenance commitment.						


Project schedule									
Central Blackpool Higher Education Campus									
Project Priority	<table border="1" style="width: 100%;"> <tr> <td>Under Construction</td> <td></td> </tr> <tr> <td>Years 1-4: Implementation</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Years 1-4: Project Development</td> <td></td> </tr> <tr> <td>Years 1-4: Project Development (Strategic reserve)</td> <td></td> </tr> </table>	Under Construction		Years 1-4: Implementation	✓	Years 1-4: Project Development		Years 1-4: Project Development (Strategic reserve)	
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Years 1-4: Project Development (Strategic reserve)									
Background	<p>Over the past twenty years Blackpool and The Fylde College has built up a tremendous reputation for all-round excellence within the Further Education sector. The College has developed, largely in partnership with Lancaster University, a vibrant, high quality Higher Education curriculum. The 2005-06 enrolment target for Higher Education Funding Council for England (HEFCE) funded students is 1,857, which includes over 1,200 full time students.</p> <p>When ambitious plans for the regeneration of Blackpool were developed by Blackpool Council, working closely in consultation with the North West Regional Development Agency, it became apparent that there is a historic opportunity to significantly support and enhance the economic development of Blackpool and the surrounding area by expanding the availability of local higher education opportunities, building on the successful work already established at the College's Central Blackpool campus.</p> <p>A thorough and rigorous demand assessment recently carried out on behalf of the College by KPMG supports the view that there is significant unmet demand for higher education qualifications and skills amongst the local population. The Fylde coast is geographically distinct, and travel to local higher education institutions to access opportunities represents a significant disincentive to participation in HE for many local residents, especially those on low incomes or with family commitments.</p>								
Description and key activities (including progress to date)	<p>The project involves the creation of a university-style Higher Education campus on the Central Blackpool site of Blackpool and The Fylde College. This would require a programme of significant refurbishment of existing buildings and facilities, and the creation of extensive new teaching and student welfare facilities in, or a new building adjacent to, the existing South Building. By the end of the project it is envisaged that nearly 2,000 students would be pursuing full and part-time courses at the new campus. There would also be high quality conferencing, research and consultancy facilities and services available for the use of local businesses and other organisations.</p> <p>During the past three years the Governors of Blackpool and the Fylde College have considered in detail the options for the continued development of HE at the college in the light of the emerging Blackpool Masterplan and the government's Widening Participation agenda. The preferred option is expansion at the Central Blackpool Campus.</p> <p>In terms of progress to date, in July 2004 the College commissioned KPMG to conduct an assessment of the demand for higher education in the Blackpool, Fylde and Wyre travel-to-learn area, which projected that the College could double its HE numbers between now and 2014. This feasibility study was essential to inform discussions with the Higher Education Funding Council aimed at securing additional student numbers. Formal meetings have now been held with representatives from HEFCE and an understanding of Blackpool's distinctive case has been established.</p> <p>At the request of HEFCE, an outline business case to support the expansion of numbers was prepared and this was considered by the Strategic Development Committee at their Spring 2005 meeting. In addition, a meeting has taken place with the Higher Education representative from Government Office North West and the NWDA to promote the College's case.</p> <p>Discussions have taken place with other key stakeholders without whose support it would not be possible to progress the project. These include the Vice-Chancellor and a range of colleagues from Lancaster University. The University is supportive of the College's proposals. There has also been very positive and productive meetings with the University of Central Lancashire.</p> <p>The appointment has now been made of a Director of Higher Education Development, Dr Jim Logan, who will lead the academic development of the HE curriculum and the campus re-design. He will also have a central involvement with ongoing negotiations with funding bodies.</p> <p>Planning permission has now been granted for the development of brand new residential student accommodation for over 200 students in central Blackpool, which should be ready for the academic year 2006-07.</p>								

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Purpose	<p>The project aims to increase participation in higher education in the Blackpool area by increasing the opportunities for study. Demand exists for higher education qualifications and skills, but the current level of supply is inadequate.</p> <p>The vision is to double the size of the Higher Education provision over the next ten years, with the creation of a university-style campus at the Central Blackpool site. The key strategic objectives are:</p> <ul style="list-style-type: none"> ▪ To launch a significant programme of new building at the Central Blackpool campus to create new teaching and student services facilities tailor-made for Higher Education. ▪ To develop a high-profile Centre of Excellence in Gaming and Casino-related studies, building on the ERDF funding already secured to launch the Regional Gaming Academy in 2005. ▪ To greatly expand the HE Engineering curriculum, through the development of a leading-edge Coin Slot Technology and Security & Surveillance Technology courses. ▪ To build on the College's national reputation for excellence in Art & Design through the introduction of new courses geared specifically to the regional strategy for the development of Creative Industries. ▪ To greatly expand the range of Foundation Degree programmes tailored to the needs of local employers in areas of existing curriculum strength such as Construction, Travel and Tourism, Hair & Beauty, Care and Early Years. ▪ To expand the range of professional programmes to meet the growing local need for qualified managers, accountants, marketing and legal specialists. 																																			
Target market	<p>The beneficiaries of the project would primarily be Blackpool residents between the ages of 18 and 65 who have appropriate Level 3 qualifications but have not so far benefited from higher education. The majority of beneficiaries would be mature students employed in Blackpool and the surrounding area who would be able to improve their skills and qualifications through low cost, accessible HE provided locally.</p> <p>A key ingredient in this will be the development of Higher Education provision clearly linked to economic sectors. Analysis has identified growth coming from:</p> <ul style="list-style-type: none"> ▪ Engineering & Computing – connected to the projected growth of gaming and casino industries locally, regionally & nationally, and to the regional strength of the automotive industry. ▪ Tourism, Leisure & Hospitality – linked to Blackpool's regeneration and building on the college's historic reputation in this area ▪ Art & Design – building on the college's strength and reputation in a number of specialist areas, and the regional focus on Creative Industries development ▪ Health, Care & Early Years – linked to the presence on the Fylde coast of major public sector employers and the drive to develop Foundation Degrees in these occupational areas. ▪ Business & Management – on the basis that Blackpool's economic growth will significantly increase local demand for professional and managerial skills. 																																			
Approach to delivery	<p>If HEFCE Strategic Development funding is drawn down for the project, Lancaster University would receive HEFCE capital funding for the project on behalf of the College. The University would allocate the funding to the College and would supply monitoring information to HEFCE on the progress of the capital project. The College will be responsible for all other aspects of the project, including the receipt and expenditure of capital funds other than those obtained from HEFCE.</p>																																			
Programme / Key milestones	<p>Phase 1 08.06; Detailed planning for implementation of the strategy. Curriculum development in Gaming and Casino related subjects, which is a special priority area.</p> <p>Phase 2 09.06; Commencement of construction work at Central Campus. Further curriculum development in Gaming and Casino subjects (due to Blackpool's first casino becoming operational in this period). Introduction of new Art and Design courses.</p> <p>Phase 3 09.08; Rapid expansion, based on new curriculum and new facilities. All Higher Education subjects except those requiring specialist facilities and equipment, will move into the new Central campus.</p>																																			
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Outputs / outcomes	<p>The Key outputs will be an expanded Central campus offering a wider range of subjects of particular relevance to the local economy (for example, gaming and casino related subjects).</p> <p>The outcomes will be a higher number of graduates with the skills necessary to take the local economy forward and wider participation in education among the Blackpool population.</p>																																			
Risks	<p>The major risk is a lack of funding for building work, which would reduce the number of students from outside the immediate area attending the College. Should capital funding be secured, the most significant risk would be a change in government policy in relation to student fees or participation, which would have an adverse impact on student numbers.</p>																																			

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	<p>Another risk is Blackpool's failure to secure funding for regeneration, in particular in relation to the development of a casino industry. This would have an adverse effect on student numbers in engineering, tourism, leisure & hospitality and business and management.</p>
Value for money	<p>A capital contribution of £4 million from the NWDA would enable £6 million of additional capital funding to be attracted to the project, representing a leverage of 1:1.5. In addition, the investment in the capital project will provide the basis for continued HEFCE revenue funding, rising from £5 million to over £10 million per annum over a 10 year period.</p> <p>The investment will produce an ongoing and significant impact on the Blackpool economy through the development of a pool of highly motivated and qualified labour with skills immediately applicable to the local labour market.</p>
Management and maintenance	<p>Blackpool and Fylde College would be responsible for all aspects of project delivery, and for all financial and contractual arrangements, except in relation to specific aspects of the HEFCE capital funding.</p>

Project scoping schedule																																									
Resort Enterprise Centre																																									
																																									
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Site Description	<p>Site of the former Lido municipal swimming pool and buildings situated on Lytham Road at its junction with Rawcliffe Street. Situated close to the Waterloo Road district retail centre and the densely developed residential and holiday terraces of the South Beach Resort Neighbourhood the site measures 1650 sq metres (0.5 ac) in area. Lytham Road provides a direct link from the south part of the resort core into the town centre via the Promenade and is on two major bus routes linking to the Town Centre and other employment areas. The immediate area is also host to a number of professional services including branches of the major banks, insurance offices, solicitors, accountants and a health centre.</p>																																								
Background	<p>The Lido swimming baths have recently closed following the construction of new and modern replacement facilities at the nearby Palatine Sports Community College. The facilities were no longer able to meet the aspirations of its customers or provide the range of services expected.</p> <p>This project aims to redress the deficit of affordable business starter units available within the Resort.</p>																																								
Description and key activities (including progress to date)	<p>The scheme will provide 30 starter business units together with associated support services including staffed reception facilities, conference rooms and access to training and support through established programmes from Business Link, Lancaster University, Blackpool & the Fylde College, Connexions and Job Centre Plus. Providing in the region of 2,000 sq m of accommodation this new build project will be constructed over 2 and 3 floors and help to fill a gap in the provision of low cost managed space within Blackpool for new enterprises.</p>																																								
Purpose	<p>To meet the local need for specialist business incubator accommodation and managed workspace within a supportive and modern environment.</p>																																								
Target market	<p>Blackpool residents seeking support in starting a business.</p>																																								
Approach to delivery	<p>URC – Project facilitation and building investor confidence BC – Funding, scheme development and delivery</p>																																								
Mitigation Plan	<p>The construction will be maintained within a relatively confined site. Issues arising can be covered through the planning permission and good construction management.</p>																																								
Programme / Key milestones	<p>12.05; Site clearance commenced 02.06; Statutory approvals secured 05.06; Funding confirmed, start on site 06.07; Completion</p>																																								
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Outputs / outcomes	<p>Outputs</p> <ul style="list-style-type: none"> ▪ 2,000 sq m of new premises constructed ▪ 30 micro businesses assisted ▪ 50 residents assisted towards employment ▪ 30 residents in employment 2 years after funding has ended <p>Outcomes</p> <ul style="list-style-type: none"> ▪ 0.5 acres of brownfield land reused ▪ Jobs created - 63 (estimated)
Risks	<p>Funding shortfall or failure to deliver on time Businesses fail or do not receive the necessary support to survive</p>
Value for money	<p>The scheme is being appraised by the relevant funding authorities who will carry out their own assessments. The centre will have an ongoing and sustainable impact within the local economy by giving the necessary support for new businesses in their infancy and allowing them to develop their market and potential for expansion into larger premises in the local area.</p>
Management and maintenance	<p>The centre will be owned and managed by Blackpool Council at all times during and after construction.</p>

Project scoping schedule			
Hounds Hill Phase 1			
Project Priority	Under Construction	✓	
	Years 1-4: Implementation		
	Years 1-4: Project Development		
	Years 1-4: Project Development (Strategic reserve)		
Site Description	<p>A town centre development site occupied by a surface car park, a derelict multi-storey car park and other secondary retail development. At approximately 4 hectares (10 acres) this site is bounded by the Hounds Hill shopping centre to the north, the Winter Gardens complex to the east and the Palatine resort neighbourhood (hotel district) adjoining to the south. The Hounds Hill is the town's only covered and managed shopping centre, currently extending to approximately 200,000 sq ft of retail space but without a significant anchor tenant.</p>		
Background	<p>This site is allocated for retail development in the replacement Blackpool Local Plan and has been supported by the Planning Inspector in his report on the Public Inquiry. This supports the findings of the 2004 Blackpool Retail Study which identifies the site as an important receptor for new retail development in the town centre. Planning permission exists for an 18,500 sq m (200,000 sq ft) extension to the Hounds Hill shopping centre into this site, forming the first phase of its redevelopment. This development has received support following the confirmation by the Deputy Prime Minister's Office of a CPO. Pre-development work has commenced on the construction of a new car park exit ramp and the demolition of the derelict Albert Road car park, both precursors to an anticipated start on site in February 2006. Construction is expected to take approximately 2 years to complete. A planning application for a further 3,800 sq m (40,000 sq ft) of retail and a 60 bedroom hotel has recently been lodged which is anticipated to form a second phase of development.</p> <p>ReBlackpool has facilitated and led negotiations on scheme design, confidence building and the process towards the successful confirmation of the necessary CPO with Blackpool Council.</p>		
Description and key activities (including progress to date)	<p>Construction of 18,500 sq m (200,000sq ft) of retail floor space consisting of a 9,000 sq m (95,000 sq ft) Debenhams Department Store and approximately 12 new units as an extension to the existing Hounds Hill Shopping Centre. The scheme involves the demolition of the derelict Albert Road multi-storey car park and re-use of the site occupied by the surface NCP car park, both highly valued but underused town centre resources. Upon completion 800 car parking spaces will be available to the public. Planning permission and a confirmed CPO have been secured.</p>		
Purpose	<p>To provide a qualitative and quantitative improvement to the shopping experience in Blackpool Town Centre resulting in a reduction in shopping leakage from Blackpool to other competing retail centres.</p>		
Target market	<p>Blackpool's resident and catchment populations and visitors.</p>		
Approach to delivery	<p>URC – Project facilitation BC – Highway and Planning Authority Private sector – Academy Land (Blackpool) and Fordgate Ltd</p>		
Mitigation Plan	<ul style="list-style-type: none"> ▪ Planning conditions ▪ Construction methodology 		
Programme / Key milestones	<p>10.03; Planning permission granted 02.04; CPO made 12.04; Public Inquiry 07.05; CPO confirmation 08.05; Site preparation commenced 02.06; Anticipated start on site 02.08; Development completed</p>		

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Outputs / outcomes	<p>Key outcomes once the first phase of construction is completed will include;</p> <ul style="list-style-type: none"> ▪ Approximately 350 jobs created ▪ Redevelopment of 10 acres of under utilised town centre resource ▪ 300,000 sq ft of retail space created ▪ Introduction of a Debenhams department store into the town centre ▪ 800 secure car parking spaces ▪ Increased footfall ▪ Widening of town centre catchment 																																			
Risks	<ul style="list-style-type: none"> ▪ External funding withdrawn ▪ Downturn in retail market and investment 																																			
Value for money	Excellent – project support through URC and BC. No public sector capital contribution.																																			
Management and maintenance	<ul style="list-style-type: none"> ▪ Private sector led. ▪ Funding for public realm and highway improvements have been secured from the developer. 																																			

Project scoping schedule			
Talbot Road			
Project Priority	Under Construction		
	Years 1-4: Implementation	✓	
	Years 1-4: Project Development	✓	
	Years 1-4: Project Development (Strategic reserve)		
Site description	<p>This 10.9 hectare gateway site is situated on the north eastern edge of the Town Centre. It incorporates Blackpool's main railway station, surface and decked car parks, good secondary and poor tertiary retail and office uses, an indoor bowls centre, private rented and owner occupied flats and terraced houses, and a combined, life expired multi storey car park and coach/bus station. Environmental quality is poor, the needs of the pedestrian have been overlooked, the atmosphere is threatening and the area generates poor first impressions in the minds of visitors and town centre users. There is an urgent need for comprehensive change.</p>		
Background	<p>The Talbot site was identified in the master plan for a large scale redevelopment, incorporating a mixture of large, medium and small format, food and non food retailing, public and private office uses, residential apartments and public spaces for pedestrians. This focuses on the domestic needs of the sub regional population and features new law courts, a police station, Council and Primary Care Trust premises, and contemporary public transport providing for tram, train, bus, coach and taxi integration.</p> <p>This comprehensive redevelopment approach was influenced by the extensive public ownership of land and buildings in the 10.9 hectare site, the large tracts of surface car parks, and the secondary trading status of many of the commercial business premises. These factors also influenced designation of the site in the replacement Blackpool Local Plan as a Transport Development Area (TDA) and the clear signal from the Council that it would assist the development process by using its statutory powers to assemble land and close and divert existing highways.</p> <p>The findings of the public local inquiry into the Replacement Local Plan support the Talbot TDA proposal.</p> <p>The Talbot TDA will accommodate existing uses transferred from Conference / Casino Quarter and help release that important site for development.</p>		
Description and key activities (including progress to date)	<p>This gateway site accommodates a confluence of east-west and north-south road travel by cars and buses moving through and across the centre to and from the edges of Blackpool and the rest of the sub- region. Within the site there is movement to and from the railway station and between taxi, train, bus and coach. This adds complexity to the physical redevelopment process. It demands a phased approach to redevelopment and early action to provide interim, alternative travel routes, bus/coach drop off and pick up points and off-site, compensatory parking.</p> <p>Success in terms of minimum disturbance and maximum uplift in environmental quality, building design and vitality will be achieved by securing early private partner involvement in scheme development. This will ensure that decisions are properly balanced by commercial considerations, the town continues to function and the development generates the necessary long-term values and early cash flow.</p> <p>Agents have been appointed to market the development opportunity, help secure and brief the selected developer partner and work with the URC and partner in preparing the detailed development proposal, formalising the partnership and bringing the proposal to fruition through a series of linked development phases.</p> <p>This process will start with an OJEU advertisement in late 2005. It will benefit from the Council's willingness to use compulsory acquisition and highway closure powers, the extensive public ownership in the area and the successful progress of the statutory local planning process. Phased redevelopment will seek to capitalise upon impatient operator interest in the food store element, unsatisfied demand in the non-food retail market and Police, PCT, Council and Crown Commissioner requirements for office space. Early commercial success will create opportunities for later, more speculative residential and commercial office development and property upgrading along the Talbot Road corridor, which will carry the tram towards the railway station.</p> <p>Initial business plan assessments have applied to the overall scheme and have demonstrated an overall net funding gap in the region of £19m on a development costing £227m. The URC will work with the selected private</p>		

	<p>partner to review assumptions and rework the development proposals to reduce the public sector contribution.</p> <p>During this detailed review and scheme development period the public / private partnership will determine the precise content of each phase, produce indicative implementation costs and build these into a business case and bid for gap funding. The key scheme development considerations influencing phasing will be the impact of development on the wider Talbot area, land availability, end user demand, spending potential in Blackpool's catchment area, the impact of casino development, value and cash flow.</p> <p>This project is proceeding on the basis that the reconfiguration of land uses and development at Talbot and the development process itself will require early action to create off-site, high turnover, town centre parking. Proposals will be developed, indicative costs will be prepared, and the off-site land acquisition and development process will commence during 2005/06. During this period the development prospectus will be published and selection of the developer partner and professional advisors will be completed.</p> <p>The detailed designs and budget costs will be completed during the first half of 2006. Procurement planning and implementation through the statutory CPO and Highway closure procedures will commence and the established development partnership will prepare for the early phase construction. This is targeted to begin towards the end of 2007.</p>
Purpose	<p>This URC priority project will address the domestic needs of the Blackpool and Fylde Coast population by bringing forward a high order, retail, civic, cultural and administrative gateway development commensurate with the needs and rising aspirations of its 250,000 residents. It will be complemented by proposals to extend and upgrade the Hounds Hill Shopping Centre, introduce retail into a remodelled and refurbished, Winter Gardens and create attractive, commercially live and interesting linkages between the Talbot Gateway, these complementary investments and the rest of the town centre. This project will transform the character and vitality of the Talbot area and create an arrival experience for train and coach borne visitors that matches visitor expectations and the ambitions for resort regeneration.</p> <p>This Gateway project will also reconnect Blackpool centre with the Fylde Coast sub-region, increase shopping trips and help reduce retail leakage. This will be expressed in increased footfall and retail spending, rising rental values, and a more vital and viable mix of development. Early progress will also release the opportunity on the former Central Station site for Conference/ Casino development.</p>
Target market	<p>The Central Blackpool and Poulton population seeking high quality, convenient and competitive food retailing, Fylde Coast high street shoppers and town centre workers, an existing office and professional services sector that will expand to meet the demand arising from resort regeneration, the Council, Primary Care Trust, Joint Police Authority and Crown Commissioners. A residential market that will be encouraged to seek convenient, high quality apartments close to the Centre of Blackpool.</p>
Approach to delivery	<p>URC – delivering the ambitions and intentions of the master plan by leading on the development briefing, private partner procurement, scheme development, fund bidding, implementation co-ordination and management, cost control, output / outcome achievement and marketing tasks.</p> <p>NWDA – URC partner providing mainstream capital and revenue funding and shaping the scale of URC involvement, its impact and momentum.</p> <p>BC – URC partner providing land and mainstream revenue funding, direct input into public / private partnership with scheme development and procurement advice, complementary funding for transport elements and efficient, timely support from statutory highway, planning, legal and estates services. Possible end user of office space. Key signature to development agreement.</p> <p>Private sector – the major scheme driver, connecting with operators, end users and investors to provide private capital funding and professional services and delivering a commercial scheme that meets the requirements of the development brief.</p> <p>The Crown Commissioners Office – freeholder / leaseholder of the unified courts complex.</p> <p>The Joint Police Authority – possible end user of new Divisional Headquarters.</p>
Mitigation Plan	<p>Transformational change through large scale, civil engineering and building construction at this gateway location which is also a strategic parking area for visitors arriving from the north and east will require the private developer partner and URC to work closely with the Council and other key local interests to develop proposals that will minimise disruption, protect key interests and maximise the development opportunity. The development proposals will be published with a detailed phasing plan and a business protection plan. This will ensure that there is a planned development process that is widely understood and clearly informed by local stakeholders.</p>
Programme / Key milestones	<p>11.05; future of bowling hall determined 12.05; launch of development prospectus 03.06; procurement plan for off site parking agreed 03.06; developer partner selected 06.06; funding approval for off-site works 09.06; developer partner / ReBlackpool publish development proposals 06.07; funding approval for phase 1, public sector contribution 01.08; off-site parking completed 05.08; CPO and Highway closures confirmed 04.10; phase 1 completed</p>


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Costs, income and funding	<table border="1"> <thead> <tr> <th>Source</th> <th>Year 2005/06</th> <th>Year 2006/07</th> <th>Year 2007/08</th> <th>Year 2008/09</th> <th>Future Years</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>RDA</td> <td>£0.2m</td> <td>£0.4m</td> <td>£4.625m</td> <td>£5.10m</td> <td>£9.30m</td> <td>£19.625m</td> </tr> <tr> <td>BC</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>£11.00m</td> <td>£11.0m</td> </tr> <tr> <td>Private</td> <td>-</td> <td>£0.5m</td> <td>£2.0m</td> <td>£3.5m</td> <td>£191.0m</td> <td>£197.0m</td> </tr> <tr> <td>Total</td> <td>£0.2m</td> <td>£0.9m</td> <td>£6.625m</td> <td>£8.6m</td> <td>£211.3m</td> <td>£227.625m</td> </tr> </tbody> </table>	Source	Year 2005/06	Year 2006/07	Year 2007/08	Year 2008/09	Future Years	Total	RDA	£0.2m	£0.4m	£4.625m	£5.10m	£9.30m	£19.625m	BC	-	-	-	-	£11.00m	£11.0m	Private	-	£0.5m	£2.0m	£3.5m	£191.0m	£197.0m	Total	£0.2m	£0.9m	£6.625m	£8.6m	£211.3m	£227.625m
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Total	£0.2m	£0.9m	£6.625m	£8.6m	£211.3m	£227.625m																														
Outputs / outcomes	<p>Outputs</p> <ul style="list-style-type: none"> ▪ Public and private office floor space ▪ Residential apartments ▪ Food and non-food retail ▪ Parking spaces ▪ Contemporary and inclusive tram/train/bus interchange <p>Outcomes</p> <ul style="list-style-type: none"> ▪ Jobs safeguarded ▪ Jobs created - 300 (estimated) ▪ Shopper footfall increased ▪ Shopper spending increased 																																			
Risks	<p>Private sector interest in this development opportunity may be curtailed by macro economic factors and may not convert into development commitments.</p> <p>The market will not support the rate of development anticipated and the overall development timescale will be extended.</p> <p>Blackpool Council does not succeed in winning LTP and major / minor scheme settlements large enough to support this project in the way anticipated.</p> <p>The complexity of this project and need for agreements with transport operators and Network Rail will give rise to time delays.</p> <p>The indicative costs will substantially underestimate the actual delivery costs.</p>																																			
Value for money	<p>This priority project will play a key role in regenerating the town centre and facilitating the Conference Casino Quarter project. It will enhance transport accessibility, create new town centre living opportunities and result in some 300 jobs.</p>																																			
Management and maintenance	<p>Responsibility for maintenance and management of much of this development will rest with the private sector. Public realm will fall within the highway and will be maintained and managed by Blackpool Council. Responsibility for car park maintenance will be determined as part of the scheme development process which will consider a variety of options and assess their practicality with the Council, which has revenue interests to consider, and the developer partner.</p>																																			

Project scoping schedule													
South Beach and The Village													
Project Priority	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Under Construction</td> <td style="width: 10%;"></td> <td style="width: 30%;"></td> </tr> <tr> <td>Years 1-4: Implementation</td> <td></td> <td></td> </tr> <tr> <td>Years 1-4: Project Development</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td>Years 1-4: Project Development (Strategic reserve)</td> <td></td> <td></td> </tr> </table>	Under Construction			Years 1-4: Implementation			Years 1-4: Project Development	✓		Years 1-4: Project Development (Strategic reserve)		
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Site Description	<p>Two resort neighbourhoods situated to the north of the Pleasure Beach and south of the Central Pier and bounded by the central gateway to the east. These are large mixed use areas dominated by holiday accommodation premises but with a significant concentration of non-holiday residential premises and commercial uses. The majority of premises are in terraced form on streets running perpendicular to the north – south oriented Promenade. With a total area of almost 58 hectares (approx. 140 acres), these resort neighbourhoods contain in the region of 540 holiday accommodation premises providing approximately 18,350 bedspaces. In addition there are approximately 1010 residential premises of which about a third (346 no.) are in use as houses in multiple occupation. The area is typical of inner Blackpool in that it typically consists of three / four storey terraced accommodation, some with extensions resulting from a bygone age or a modern need to upgrade accommodation. There is an inherent pride in the maintenance of some properties and streets with an equally disconcerting dilapidation in others streets that have clearly fallen on hard times. Access into the area from the central corridor and M55 Motorway is poor and limited opportunities exist to park for visitors using local facilities. There is no recreation or public park space available for residents to use.</p>												
Background	<p>English Partnerships (EP) have indicated support for the concept of housing improvement within the South Beach area. The URC will be the driver for improvements within the commercial environment and will provide the link between the various programmes being pursued within the resort neighbourhoods.</p>												
Description and key activities (including progress to date)	<p>Significant research is required to establish baseline data and to inform project development with regard to the housing market, tourist accommodation market and the wider role of the area as a major tourist destination. Market analyses and appraisal of the separate elements of the programme will be undertaken during the early project years, as well as an opportunities and needs assessment. An action plan for the South Beach project will be developed during 2006 / 2007, after which the NWDA & EP scheme bid will be submitted. Implementation of the action plan has been targeted for the years beyond 2008, within the next project period. Funding will be needed to support the research activities and in developing the action plan.</p> <p>This programme will look at the opportunities for:</p> <ul style="list-style-type: none"> ▪ Street enveloping; ▪ Environmental and property improvements; ▪ Residential development with car parking; and ▪ Accessibility, links with the motorway network and public transport and interaction with other resort areas and leisure destinations 												
Purpose	<p>To understand the dynamic of two key tourist and residential areas and programme improvements to make them more accessible and attractive to staying tourists and residents.</p>												
Target market	<p>The tourist and residential populations</p>												
Approach to delivery	<p>URC – Project facilitation and coordination; identification of funding sources and submission of bids for funding; NWDA – Project support; liaison with other government departments and agencies; advising on private sector involvement</p> <p>BC – Tourism business development, Community Development, Economic Development; preparation of Area Action Plans as part of the Local Development Framework, co-ordination between services and partner</p>												

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	<p>agencies, highway and planning authority, preparation of funding bids</p> <p>Police/PCT – delivery of co-ordinated improvement programmes and targeting of resources</p> <p>Housing Corporation/RSLs/EP - housing market analysis, intervention in the housing market by acquisition, renovation and renewal of property</p> <p>Private sector – developer investment; private hotelier and landlord forums</p>																																			
Mitigation Plan	<ul style="list-style-type: none"> ▪ Accessibility strategy ▪ Phasing plan to avoid disruption during peak season 																																			
Programme / Key milestones	<p>10.06; Appoint consultants to prepare market needs analysis / prepare baseline data</p> <p>06.07; Prepare action plan / scheme development / funding bids</p>																																			
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Total	-	£0.05m	£0.05m	-	-	£0.1m																														
Outputs / outcomes	<p>Key outcomes once completed will include:</p> <ul style="list-style-type: none"> ▪ Neighbourhood action plan ; ▪ Completed needs analysis; ▪ Improvement programme; leading to ▪ Neighbourhood wide improvements. 																																			
Risks	<ul style="list-style-type: none"> ○ That regeneration of the resort does not promote trickle down economic benefits in the Resort Neighbourhoods ○ That funding is not forthcoming to implement the programmes identified ○ That the communities are not able to respond to the challenge of participating in a programme of change and improvement 																																			
Value for money	<p>This research and action plan will provide a robust basis for future public and private sector investment within South Beach and The Village.</p>																																			
Management and maintenance	<p>These two resort neighbourhoods are in predominately private ownership and maintenance responsibilities for the Council will remain the same. As neighbourhood pride, community participation and investor confidence increase, however, there is likely to be a reduced level of maintenance for both the Council and its partners, for example in terms of police presence, rubbish clearance, community support and special health care.</p>																																			

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The Residential Neighbourhoods									
									
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Site Description	<p>Four separate and distinctive residential neighbourhoods in inner Blackpool. The area boundaries do not coincide with Ward or SOA boundaries but are defined by features on the ground and characteristics that identify the four communities. Each neighbourhood lies within a Ward (or Wards) that is within the 10% most deprived in England, and in many instances the worst 5%, or even 2%. All four neighbourhoods are characterised by a dense residential character, with densities approaching 100 dwellings/hectare, which makes them some of the most densely populated residential areas outside central London. The housing is predominately Victorian with a grid-iron pattern of streets. Greenery of any sort is in very short supply giving all four areas a bleak, hard appearance where there is little relief from the built-up character and nowhere to play. A high proportion of homes are in poor repair with owner-occupation low and private rentals and HMOs over represented. The housing markets do not appear to have failed but there are signs of market skewing by investment for private renting. There are high levels of transience in all four areas resulting in poor community cohesion and a lack of pride in the appearance of the neighbourhood. The populations of all the neighbourhoods have a low take up of services, especially for health care and leisure activities, high unemployment and incapacity rates, low car ownership and there are high levels of nuisance crimes.</p>								
Background	<p>The principle of these four Residential Neighbourhoods was established in "Equal Chances - A Regeneration Strategy for Blackpool" in 2000 following Blackpool's designation as a Neighbourhood Renewal Area. They were identified as Integrated Neighbourhood Improvement areas (INIs) where service providers would co-ordinate and target their existing activities and resources in order to generate maximum effectiveness. A Blackpool Neighbourhood Integrated Partnership (BNIP) has been created to oversee the programme of action and investment at a strategic level and each INI has a Local Neighbourhood Partnership to co-ordinate the work at a local level. Each area has in place a Neighbourhood Manager to co-ordinate service provision and a Community Development team to build community capacity and a Youth Service/Young Offenders Team to work with young people, especially those on risk registers.</p> <p>Talbot and Brunswick (TAB) INI was given first priority and has been the pilot area for developing the Integrated neighbourhood improvement approach, looking with the community at all aspects of life within the area and agreeing a Neighbourhood Action Plan setting out specific local objectives and a wide range of improvement initiatives in pursuit of those aims. Examples include the setting up of a Police Reassurance project within Brunswick ward, the completion of a £1.25m Homezone in a discreet corner of the neighbourhood and the creation of an £8m integrated "Health Village" in the heart of the neighbourhood incorporating a SureStart, health centre, a covered Sports Barn, Youth Activity Zone, Community Centre and areas of public open space. Only the Community Centre remains to be funded of this innovative project from which SureStart is already delivering an intensive programme of activity and where the country's first covered multi-use games area will soon be delivering a sports development programme for the TAB community funded by Sport England. Neighbourhood Planning Guidance has been prepared for TAB IN as a supplement to the Local Plan with the intention of boosting local pride and investment.</p> <p>Work has also now started on Claremont and Central Drive INIs, preparing baseline neighbourhood profiles and identifying initial issues with residents and local stakeholders. Formal Area Action Plans will be prepared for these INIs to guide any proposed future development but more flexible, responsive Neighbourhood Action Plans will be prepared alongside to prioritise Council and partner action in accordance with local resident/business requirements. From these Action Plans appropriate development opportunities and intervention will be identified and programmed in order to achieve the objectives set out and identified during the consultation process.</p>								

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Description and key activities (including progress to date)	<p>This project is extensive in both scope and ambition because of the scale and extent of the social and economic deprivation. Each of the four residential neighbourhoods is individual and whilst there are commonalities, particularly in the ways in which the beneficial effects of the Masterplan may be filtered down into the neighbourhood areas, each will need to be addressed separately if regeneration programmes are to be successful. Each area needs to have a Neighbourhood Profile prepared in order to measure future progress and ultimate success. A formal Area Action Plan and a more responsive, flexible Neighbourhood Action Plan need to be prepared for each INI. An implementation programme can then be drawn up and suitable funding sources identified. Progress will need to be monitored as work progresses and the programme of intervention modified as requirements change. Work in the neighbourhoods is likely to last 15 to 20 years as the effects of increased economic vitality and social cohesion will take time to become apparent within the local communities.</p> <p>The URC will take a supporting role to Blackpool Council and its partner service providers; co-ordinating and assisting bids for funding and liaison with government agencies. Within this period it is intended to prepare baseline profiles from which to take stock of the existing problems, consult with local residents, businesses and service providers to identify the issues and set out a programme of intervention with which to tackle the numerous social, physical and economic deprivation of these four neighbourhoods. Although immediate action can be taken by the Council and its partner service providers towards solving some of the social and economic issues, any physical intervention is likely to occur in the next Business Plan period.</p>																																																	
Purpose	To enable the inner residential neighbourhoods to develop into cohesive and balanced communities with stable, healthy populations able to benefit from and join in with the increased prosperity that the Masterplan developments will bring.																																																	
Target market	The residents of inner Blackpool.																																																	
Approach to delivery	<p>URC – Project facilitation and coordination; identification of funding sources and submission of bids for funding;</p> <p>NWDA – Project support; liaison with other government departments and agencies; advising on private sector involvement</p> <p>BC – Neighbourhood Management, Community Development, preparation of Area Action Plans as part of the Local Development Framework, co-ordination between services and partner agencies, highway and planning authority, preparation of funding bids</p> <p>Police/PCT – delivery of co-ordinated improvement programmes and targeting of resources</p> <p>Housing Corporation/RSLs – funding, strategic housing advice, intervention in the housing market, acquisition, renovation and renewal of property</p> <p>Private sector – developer investment; private landlord forums</p>																																																	
Mitigation Plan	There is not likely to be major disruption from this project in itself. It is more likely that this area will need to be protected in business and community terms from other projects so that the effects of the Masterplan are always positive. As these areas are the recipients of many of the people first arriving in Blackpool, thought will need to be given to how this would prejudice neighbourhood renewal should there be an influx of labour to serve rising employment demands of the resort.																																																	
Programme / Key milestones	<p>12.05; adoption of Talbot & Brunswick Neighbourhood Planning Guidance</p> <p>12.05; completion of the Talbot & Brunswick Health Village Phase 2 works</p> <p>12.05; start of consultation on Preferred Option in Central Drive and Claremont</p> <p>07.06; completion of the Talbot & Brunswick Health Village Phase 3 open space</p> <p>08.06; submission of draft Area Action Plan for Central Drive and Claremont INIs</p> <p>10.07; adoption of Central and Claremont Area Action Plans</p>																																																	
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BC	£6.1m	£4.3m	£4.5m	£4.5m	-	£19.4m																																												
RSL/Hsg Corp/ EP	£11m	£11m	£11m	£11m	-	£44m																																												
Other	£0.9m	£0.9m	-	-	-	£1.8m																																												
Private	-	-	-	-	-	-																																												
Total	£18.0m	£16.2m	£15.5m	£15.5m	-	£65.2m																																												
Outputs / outcomes	<p>Key outcomes once completed will include for each neighbourhood:</p> <ul style="list-style-type: none"> ▪ Neighbourhood profile ▪ Housing market analysis ▪ Neighbourhood Action plan ▪ Formal Area Action Plan ▪ Completed needs analysis ▪ Integrated improvement programme; leading to ▪ Neighbourhood-wide improvements. 																																																	

Risks	<ul style="list-style-type: none"> ○ That subsequent government-led initiatives supersede the INI approach ○ That partner agency priorities change ○ That funding is not forthcoming to implement the programme identified ○ That the community is not able to respond to the challenge of participating in a programme of change and improvement ○ That the task is beyond Council/partner agency powers
Value for money	The value for money of the Residential Neighbourhoods Programme will be assessed as part of the process of preparing Area and Neighbourhood Action Plans.
Management and maintenance	These four neighbourhoods are in predominately private ownership and maintenance responsibilities for the Council will remain the same. As neighbourhood pride, community participation and investor confidence increase, however, there is likely to be a reduced level of maintenance for both the Council and its partners, for example in terms of police presence, rubbish clearance, community support and special health care.

Project scoping schedule									
Central Corridor Phase 1									
Project Priority	<table border="1" style="width: 100%;"> <tr> <td>Under Construction</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Years 1-4: Implementation</td> <td></td> </tr> <tr> <td>Years 1-4: Project Development</td> <td></td> </tr> <tr> <td>Years 1-4: Project Development (Strategic reserve)</td> <td></td> </tr> </table>	Under Construction	✓	Years 1-4: Implementation		Years 1-4: Project Development		Years 1-4: Project Development (Strategic reserve)	
Under Construction	✓								
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Years 1-4: Project Development (Strategic reserve)									
Site Description	<p>A 7 hectare (17 acre) site situated on the main vehicular approach into the resort from the M55 motorway. The site consists of open car parks either side of a two lane road passing through the area and terminating at the southern edge of the town centre. The site is bounded by two road bridges spanning the site from west to east, a relic of the area's former railway heritage and its primary use as a marshalling yard for the former central station further to the north. The site is primarily used as a reception site for car parking for use by visitors to the resort. The environment is unattractive and dominated by masses of unbroken black tar paving, no green space, trees or basic facilities such as toilets. Part of the site is overgrown following the removal of a burnt out nightclub building and part of the eastern edge of the site is occupied by low quality industrial buildings. The streets adjoining the site from the west and east are truncated at the boundaries to the site and consequently the neighbouring development turns its back on the site, adding to the unwelcoming experience for visitors arriving in the area.</p>								
Background	<p>This phase of development is already under way on site, and nearing completion following grant support by the NWDA, ERDF and SRB. The road was opened for through traffic during the summer whilst construction continues either side. Release of part of the site for residential development will commence following completion of this first phase of development during Winter 2005/2006. Further phases of this gateway enhancement will extend northwards and southwards from this area, the intention being to uplift the entire vehicular approach into the resort core and town centre from the Borough boundary and the termination of the M55 motorway. These phases of development are identified as individual projects.</p>								
Description and key activities (including progress to date)	<p>The programme involves:</p> <ul style="list-style-type: none"> ▪ The creation of 30,000 sq m of parkland; ▪ Corridor improvements; ▪ 100 unit residential development; ▪ Development of 120 bedroom hotel and licensed restaurant; ▪ 800 remodelled car parking spaces; and ▪ Extension of Blackpool Football Club stadium including provision of approx. 3,000 sq m of office space <p>The initial stage of the Central Corridor programme has already secured £15.4 million of public sector investment. Further public sector involvement will be required to facilitate corridor improvements and car park remodelling in order to cope with expected increases in traffic volumes within Blackpool.</p> <p>Construction of the project is already underway with completion scheduled during Winter 2005/2006, after which the statutory approvals for the next phase will be sought. Commencement of the next phase is expected during 2006.</p>								
Purpose	<p>To create an attractive and thriving high quality gateway in to the resort core, town centre, Conference / Casino Quarter and other Masterplan development sites; : to improve accessibility into the resort so that it can cope successfully with increased volumes of traffic.</p>								
Target market	<p>The popular, regional day trip and national short stay holiday market; the conference, casino, leisure and entertainment markets; local residents / adjoining population using the park and sports facilities and climbers and active leisure participants attracted to use the climbing walls and ancillary facilities.</p>								
Approach to delivery	<p>URC – Project facilitation – providing the lead on creative design and scheme development NWDA – Mainstream funding provision BC – Mainstream capital and revenue funding, contractor management, highway and planning authority</p>								

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	Private sector – developer for residential, hotel & football stadium																																																	
Mitigation Plan	Project already under construction																																																	
Programme / Key milestones	04.04; Funding approved / start on site 06.05; New road opened 10.05; Completion of public realm elements 01.06; South Stand commencement 04.06; Commencement of hotel / restaurant / public house development 12.06; Housing development started 03.07; South Stand complete – available for office fit-out 04.07; Hotel complete 09.07; Restaurant / public house completed 12.07; South stand occupied 03.08; Housing development complete																																																	
Costs, income and funding	<ul style="list-style-type: none"> ▪ BC contribution includes £0.2m from commuted sums for provision of public open space from nearby developments ▪ Private contributions include 120 bedroom hotel at £40k per room, £1.5 m restaurant/public house, £9.5m South stand development including provision for 3,000 m² of offices & 105 apartments at £4m construction <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Source</th> <th>Year 2004/05</th> <th>Year 2005/06</th> <th>Year 2006/07</th> <th>Year 2007/08</th> <th>Future Years</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>RDA</td> <td>£3.6m</td> <td>£1.6m</td> <td>-</td> <td>-</td> <td>-</td> <td>£5.2m</td> </tr> <tr> <td>BC*</td> <td>£1.9m</td> <td>£0.8m</td> <td>-</td> <td>-</td> <td>-</td> <td>£2.7m</td> </tr> <tr> <td>SRB</td> <td>£1.0m</td> <td>£2.8m</td> <td>-</td> <td>-</td> <td>-</td> <td>£3.8m</td> </tr> <tr> <td>ERDF</td> <td>£2.5m</td> <td>£1.5m</td> <td>-</td> <td>-</td> <td>-</td> <td>£4.0m</td> </tr> <tr> <td>Private</td> <td>-</td> <td>£1.0m</td> <td>£12.8m</td> <td>£6.0m</td> <td>-</td> <td>£19.8m</td> </tr> <tr> <td>Total</td> <td>£9.0m</td> <td>£7.7m</td> <td>£12.8m</td> <td>£6.0m</td> <td>-</td> <td>£35.5m</td> </tr> </tbody> </table>	Source	Year 2004/05	Year 2005/06	Year 2006/07	Year 2007/08	Future Years	Total	RDA	£3.6m	£1.6m	-	-	-	£5.2m	BC*	£1.9m	£0.8m	-	-	-	£2.7m	SRB	£1.0m	£2.8m	-	-	-	£3.8m	ERDF	£2.5m	£1.5m	-	-	-	£4.0m	Private	-	£1.0m	£12.8m	£6.0m	-	£19.8m	Total	£9.0m	£7.7m	£12.8m	£6.0m	-	£35.5m
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Outputs / outcomes	<p>Outputs</p> <ul style="list-style-type: none"> ▪ 7 hectares of brownfield land regenerated into a landscaped environment ▪ Creation of 121 jobs with 220 safeguarded in the immediate area ▪ 120 bedroom hotel, public house and restaurant ▪ 105 residential apartments ▪ 3,000 sq m of office space within new South stand of football stadium <p>Outcomes</p> <ul style="list-style-type: none"> ▪ Attractive, high quality gateway into the resort ▪ Large areas of public park land, children's play space, leisure attractions, floodlit pitches. ▪ Creation of excellent transport connections into adjoining business and project areas ▪ New competition climbing towers providing a new attraction for visitors 																																																	
Risks	<ul style="list-style-type: none"> ▪ Non-fulfilment of criteria for successful grant allocations under funding rules ▪ Extension of contract into holiday season. 																																																	
Value for money	Previously appraised scheme demonstrating that the project represents value for money.																																																	
Management and maintenance	<ul style="list-style-type: none"> ▪ Public areas and newly created highway to be managed and maintained by BC. Annual maintenance identified and accounted for in BC 3 year revenue budget. Maintenance has been capitalised for the first three years following completion of the project. 																																																	

Project scoping schedule			
Central Corridor Phase 2			
			
Project Priority	Under Construction		
	Years 1-4: Implementation		
	Years 1-4: Project Development		
	Years 1-4: Project Development (Strategic reserve)		✓
Site Description	<p>This 1.24 ha (3.05 acre) site lies in the Central Corridor, the main gateway into the town centre from the M55. It is a continuation northwards of Central Corridor Phase 1, from the western side of Blackpool Football Club to include the Lonsdale car park and the Sands Way junction. The site includes a coach drop-off station which is currently used mostly by special scheduled coach services servicing predominately tourist passengers and is quite under-used out of season.</p>		
Background	<p>Phase 1 of the Central Corridor project to enhance the gateway into the resort from the M55 is almost completed, creating an attractive green route with landscaped parking, visitor facilities and an exciting activity zone with a children's play area, an all-weather pitch and two 20m high climbing walls. Phase 1 has been supported by NWDA, ERDF and SRB funding. It is intended that the whole of the Corridor will be transformed during the life of the URC.</p> <p>The site is currently occupied by car parking for use by visitors to the resort, particularly those staying in The Village Resort Neighbourhood but the environment is unattractive and dominated by masses of unbroken black tar paving with no landscaping or trees and poor basic facilities. The pedestrian links to the town centre are very poor.</p>		
Description and key activities (including progress to date)	<p>Phase 2 of the Gateway project fills the gap between phase 1 and the Second Gate and is a small section in the context of the whole Central Corridor.</p> <p>This project is to design, cost and win approval for this second phase of the corridor enhancement, so that it is ready to be brought forward in the next project period or within this business plan period if funds permit.</p> <p>The project must be completed before the opening of the Conference Casino Quarter in years 2009/10.</p> <p>The finished project will entail the provision of 240 landscaped and remodelled car/coach parking spaces and a junction at Rigby Road to link with phase 1 of the Central Corridor all set within the context of providing an enhanced arrival experience into the Resort Core. Further public sector involvement will be required to facilitate corridor improvements and car park remodelling in order to cope with expected increases in traffic volumes within Blackpool.</p> <p>Key activities for this project will include:</p> <ul style="list-style-type: none"> • Site survey and assessment work • Consultation with stakeholders • Design of scheme with public consultation and approval • Statutory approvals • Appointment of contractor • Preparation of Business Protection Plan and communication strategy • Completion <p>This project will also need to examine the future need for the existing coach drop-off point in the Corridor within the context of the pattern of expected future coach traffic into the resort and to consider whether the existing facility will be required in the future. If it will be needed then the project will need to consider how best to accommodate future requirements and if not, then how best to re-use the site.</p>		
Purpose	<p>To create an attractive and thriving high quality gateway in to the resort core, town centre, Conference / Casino Quarter and other Masterplan development sites: to improve accessibility into the resort so that it can cope successfully with increased volumes of traffic.</p>		
Target market	<p>The popular regional day trip and national short stay holiday market; the conference, casino, leisure and entertainment markets; local businesses in The Village.</p>		

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Approach to delivery	<p>URC – delivering the ambitions and intentions of the Masterplan by leading on the creative design, scheme development, securing funding, cost control, monitoring of outputs and outcomes and marketing tasks</p> <p>NWDA – URC partner providing mainstream capital and revenue funding and shaping the scale of URC involvement</p> <p>BC – land owner; URC partner providing mainstream capital and revenue funding, procuring and managing construction contractor; delivering efficient and timely support from development control and highway authorities</p> <p>Private sector – local and inward private investment particularly in the hotel business of The Village; contractor</p>								
Mitigation Plan	<p>An accessibility strategy will need to be completed before construction is started, followed by a communications plan. Access through the Central Corridor and to Blackpool Football Club will need to be maintained throughout the construction period by means of either diversions or temporary works. Temporary replacement car parking for businesses in The Village will also be needed. Timing construction during the low season will minimise disruption and parking problems.</p>								
Programme / Key milestones	<p>07.06; Design and development of proposals</p> <p>09.06; Costing of project finalised</p> <p>12.06; Statutory approvals</p> <p>03.07; Funding bid approved</p> <p>Appointment of contractor</p> <p>Completion</p> <p>This project will be ready for implementation by the end of 2006/7 with design, costs and statutory approvals in place, but will be held in reserve until such time within Years 1-4 that the opportunity arises to bring the project forward to implementation. The short, 6 month, construction period means that this small section of the Central Corridor is a flexible project that can be fitted in with a good chance of rapid deployment.</p>								
Costs, income and funding		Source	Year 2004/05	Year 2005/06	Year 2006/07	Year 2007/08	Future Years	Total	
		RDA	-	£0.075m	£0.075m	-	£1.5m	£1.65m	
		BC	-	-	-	-	-	£0m	
		SRB	-	-	-	-	-	£0m	
		ERDF	-	-	-	-	-	£0m	
		Private	-	-	-	-	-	£0m	
		Total	-	£0.075m	£0.075m	-	£1.5m	£1.65m	
Outputs / outcomes	<p>Key outputs / outcomes once the full Central Corridor is completed will include:</p> <ul style="list-style-type: none"> ▪ Attractive, high quality gateway into the resort ▪ A high quality corridor from the motorway to the Conference and Casino Quarter ▪ Creation of excellent transport connections into adjoining business and project areas ▪ 7 hectares of brownfield land regenerated into a landscaped environment ▪ Large areas of public park land, children's play space, leisure attractions, floodlit all weather pitch ▪ Creation of 121 jobs with 220 safeguarded in the immediate area <p>The outputs of this particular project will be;</p> <ul style="list-style-type: none"> • 240 remodelled and landscaped car parking spaces • 195m of new footpath and cycleway • 200m of upgraded highway 								
Risks	<p>That funding is not approved</p> <p>That this part of the Central Corridor project is not completed before the Conference Casino Quarter is opened in 2009/10</p> <p>That there is disruption to local businesses</p>								
Value for money	<p>This is a modest project, with a short construction period. It will result in significant environmental benefits and contribute to improved accessibility and economic benefits.</p>								
Management and maintenance	<p>The Central Gateway will remain a BC responsibility in terms of car park management and landscape maintenance. Income will be generated by the car parking which will contribute to its revenue costs.</p>								

Project scoping schedule																	
Southern Gateway Phase 2																	
Project Priority	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Under Construction</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 20%;"></td> </tr> <tr> <td>Years 1-4: Implementation</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Years 1-4: Project Development</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Years 1-4: Project Development (Strategic reserve)</td> <td></td> <td style="text-align: center;">✓</td> <td></td> </tr> </table>	Under Construction				Years 1-4: Implementation				Years 1-4: Project Development				Years 1-4: Project Development (Strategic reserve)		✓	
Under Construction																	
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Years 1-4: Project Development (Strategic reserve)		✓															
Site Description	<p>This small but key 0.42ha (1.03acre) site lies at the southern end of the Promenade, on the seaward side. It is a small area of land which forms part of the larger Southern Gateway project, phase one of which has already been completed. This particular area forms an island in the centre of the tramway turning circle outside the Pleasure Beach, and contains an unattractive but essential electricity sub-station.</p>																
Background	<p>The first phase of the Southern gateway project, designed to provide an exciting landscaping, public realm and lighting scheme to complement the South Promenade sea defences, has already been completed. This £4.4m project transformed an area of surface car parking and under utilised space into a key gateway reception point for visitors to the southern part of the resort. Set between the important and prominent Pleasure Beach and Sandcastle attractions, the scheme provides a high quality environment as part of a phased quality approach to public realm improvement. Enhancements included innovative lighting on the sea wall and an illuminated wave-shaped canopy spanning the car park entrance road. The improvements will complement the new attractions the Pleasure Beach intends to deliver on the existing theme park site as part of its development strategy. This second phase will complete the scheme.</p>																
Description and key activities (including progress to date)	<p>An environmental enhancement project to cloak the unsightly electricity sub-station with an artistic camouflage consisting of an attractive illuminated electronic billboard surrounding a teardrop shaped shell. The shell would conceal the electrical sub-station and provide toilets, a base for the tram drivers and a kiosk, which would provide visitor information. The billboard would be able to host advertising for events and facilities in an exciting and innovative form, adding to the illuminations experience. The area around the teardrop would be landscaped to complement the existing phase 1 works, i.e. an area of elevated open grass with wave wall edging and high quality lighting.</p> <p>The project is to design, gain approval for, cost and secure funding for the teardrop shell and landscaped setting ready for implementation in later years. If the opportunity arises this project could be brought forward for earlier construction during this programme period.</p>																
Purpose	The completion of the environmental enhancement of the Southern gateway.																
Target market	The popular, regional day trip and national short stay holiday market; the conference and adult entertainment markets; local stakeholder and inward investor markets.																
Approach to delivery	<p>URC – Project design, development and facilitation; consultation with stakeholders; marketing; identification of funding; in later years cost control and project management</p> <p>NWDA – Funding; support with bids to other funders</p> <p>BC – Funding, highway and planning authority; operational and safety issues relating to the track operation and liaison with the Health & Safety Executive; Tourist Information; contract management during later construction phases.</p> <p>Tram operator – will need to identify operational needs and safety issues associated with the adjacent tram track</p> <p>United Utilities – as owner and network distributor will need to identify operational requirements and safety issues relating to the electricity substation</p> <p>Private sector – contractor; advertising opportunities</p>																
Mitigation Plan	Need to consult with tram operator; United Utilities; BBC car parks. This is not a project with major potential for business disruption.																

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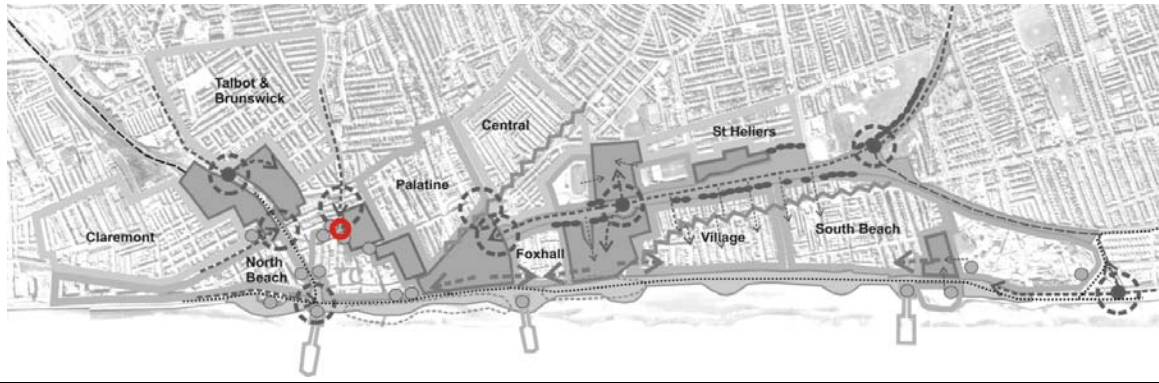
Programme / Key milestones	04.06; Agreement with BC, Tram operator, UU, H&S Exec on design brief for project 12.06; Design and costing of proposals for teardrop shell 04.07; Identification of required funding In later years, or earlier if the opportunity arises: Appointment of contractor Completion																																			
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Other	-	-	-	-	-	£0m																														
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Outputs / outcomes	<p>Key outputs of this project will be once completed:</p> <ul style="list-style-type: none"> ▪ 0.42 ha public realm investment at the key strategic Southern Gateway into the resort <p>Outcomes of the final project will include:</p> <ul style="list-style-type: none"> ▪ Visually exciting visitor arrival experience at the Southern Gateway to the resort ▪ Enhanced visitor information point ▪ More convenient tram waiting area for pedestrians ▪ Safer tram driver facilities ▪ Additional illuminations feature 																																			
Risks	<p>That Health & Safety executive change approach to tram / pedestrian interface</p> <p>That local business declines to support the events advertising opportunity</p> <p>That inadequate funding is identified to support the costs of cloaking the substation</p>																																			
Value for money	This project will result in visitor, transport and environmental improvements.																																			
Management and maintenance	This would become a BC facility with continuing ownership of internal areas by United Utilities. Advertising space would be sold and the kiosk would be a commercial let bringing in an income.																																			

Project scoping schedule			
Central seafront public realm			
Project Priority	Under Construction	✓	
	Years 1-4: Implementation	✓	
	Years 1-4: Project Development	✓	
	Years 1-4: Project Development (Strategic reserve)		
Site Description	<p>Blackpool's central seafront, between South Pier and North Pier is 3 kilometres long, covers 3 hectares of public realm and acts as the principal north-south, public and private transport corridor. It is Blackpool's "shop window". It connects the Pleasure Beach to the Tower complex, contains the Golden Mile, piers and main concentrations of traditional seafront attractions and family hotels, stages the annual illuminations event, and is set to see major change through sea wall reconstruction and development of the adjoining Conference / Casino Quarter and Second Gate.</p> <p>The recently completed first phase of the Southern Gateway and the South Promenade reconstruction works provide a new high quality connection between this central sea front area and visitors arriving from the south via the airport, tram system and motorway network.</p>		
Background	<p>Blackpool's central sea front is the resort's very reason for being. The success or failure of this extensive and unique mixture of traditional and contemporary experiences reverberates across the entire Fylde Coast sub region.</p> <p>There is an urgent need to reconstruct the Victorian sea walls in this area and create a defence system that will protect Blackpool's resort core from increasing storminess and destructive sea indentation. The recent announcement by DEFRA, that Blackpool has been awarded a £62m grant for reconstruction of the sea walls, creates a once in four generations opportunity to bring about transformational change. This will be achieved by modifying and extending the basic DEFRA scheme to create a seafront experience that will transport the city dweller to an other world, characterised by high quality, excitement, surprise, and the fun filled, Blackpool dialect. This cultural experience, fit for the 21st century visitor, and unique to the North West of England, will create a compelling new reason to visit Blackpool and the North West.</p> <p>This important and very conspicuous component of the Blackpool Masterplan is a URC priority project and a key response both to RES designation of Blackpool as an attack brand and signature project and RES expectation that resort regeneration in Blackpool will bring significant, local, socio-economic change and regional / national economic benefits.</p>		
Description and key activities (including progress to date)	<p>This project will create new land in the form of 6 large headlands and new summer and winter Promenades. It will ensure that the potential of the foreshore for passive and active leisure is maximised. There are exciting opportunities for commercial development on the seaward side of the tram tracks and Blackpool's iconic seafront heritage, its 3 piers and tower complex are given new opportunities to respond to the quality agenda and evolve to meet and influence market expectations.</p> <p>The project objectives are to;</p> <ul style="list-style-type: none"> o Create a seafront that exudes generosity, colour, fun, and an 'other worldliness' o Create a magical / mythical playground for children and adults that has universal popular appeal o Respect and enhance the Blackpool dialect and sense of place o Optimise the use made of the beach o Celebrate time, place, nature and exploit changing weather conditions and the changing seasons o Design in sustainable maintenance / management costs o Rethink and re-present illumination o Regain for Blackpool its pioneering spirit <p>During 2005 the response to these objectives will be expressed in a detailed coastal protection scheme and a comprehensive concept plan for the new parades and promenades. The latter will be informed by design engineering exercises and accompanied by an indicative construction cost estimate. This work is well underway. The coastal protection element has moved into the construction design stage and work will commence on site during 2005. This will proceed in 6 phases over a 4/5 year period.</p>		

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	<p>The concept planning stage for the new parades and Promenades created by the coastal protection works will be completed by the end of 2005 and embedded in bid submissions to GONW and the NWDA. Three subsequent bids to the NWDA, providing detailed design and cost information for the south, central and northern sections of the project area will be submitted during 2006/07 and 2007/08.</p> <p>The works will create major, outdoor, seafront event spaces and opportunities to remodel the entrances to south pier and central pier, build new leisure floor space, and safeguard the long term vitality and viability for these important businesses. There will also be opportunities for commercial development on the headlands and reconfiguration of the seafront entrances to the tower building.</p>																																																															
Purpose	To create a 21st century and truly unique, seafront experience that will excite private investor confidence, create new private investment opportunities, inform visitor expectations and leisure trends and help reclaim for Blackpool a leading role in satisfying the short holiday, entertainment and conference requirements of the popular market. Specifically, to help increase visitor numbers, dwell time and spend, to extend the season and help create a product that can evolve in response to rising visitor aspirations and deliver long term vitality and viability.																																																															
Target market	The popular, regional day trip and national short stay holiday market; the conference and adult entertainment markets; local stakeholder and inward investor markets.																																																															
Approach to delivery	<p>URC – delivering the ambitions and intentions of the masterplan by leading on the creative design, scheme development, fund bidding, implementation management, cost control, output / outcome achievement and marketing tasks.</p> <p>NWDA – URC partner providing mainstream capital and revenue funding and shaping the scale of URC involvement, its impact and momentum.</p> <p>BC – URC partner providing mainstream capital and revenue funding, procuring and managing contractors involved in the major public realm and infrastructure components, providing complementary funding for transport elements and delivering efficient, timely support from statutory planning and legal and estates services.</p> <p>Private sector – local and inward private investment in commercial seafront development / redevelopment on the new headlands and pier landings.</p>																																																															
Mitigation Plan	Reconstruction of the sea front will introduce large scale, civil engineering and building construction to the core of the resort and to the largest area of intensely used public realm in the region. The scheme design and construction process has been informed by the need to minimise the disruption of existing businesses particularly during the 5 month peak season period. The issues, responses and actions that will ensure minimum disruption, clear communication and a forward planning process that is understood and informed by local stakeholders will be expressed in the Business Protection Plan.																																																															
Programme / Key milestones	<p>09.05; Basic DEFRA scheme starts on site</p> <p>03.06; Overall Concept for enhanced scheme approved and embedded in successful bid for funding</p> <p>12.06; Detailed scheme for first phase of enhanced scheme approved, funding allocated, work commenced</p> <p>04.07; Detailed scheme for second phase of enhanced scheme approved, funding allocated, work commenced</p> <p>11.06; Tram scheme starts</p> <p>04.08; Detailed scheme for third phase of enhanced scheme approved, funding allocated, work commenced</p> <p>11.07; Implementation of Highway improvement plan starts</p> <p>04.11; Entire scheme completed</p>																																																															
Costs, income and funding	<p>* BC contribution includes land valued at £2.0m, LTP at £4.0m, tram at £1.5m, sea walls at £13.5m</p> <table border="1"> <thead> <tr> <th>Source</th> <th>Year 2005/06</th> <th>Year 2006/07</th> <th>Year 2007/08</th> <th>Year 2008/09</th> <th>Future Years 2009</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>RDA</td> <td>-</td> <td>£5.00m</td> <td>£6.00m</td> <td>£7.00m</td> <td>£12.00m</td> <td>£30m</td> </tr> <tr> <td>BC</td> <td>£1.5m</td> <td>£3.0m</td> <td>£7.0m</td> <td>£4.5m</td> <td>£5.5m</td> <td>£21.5m</td> </tr> <tr> <td>LCC</td> <td>-</td> <td>-</td> <td>-</td> <td>£1.0m</td> <td>£0.5m</td> <td>£1.5m</td> </tr> <tr> <td>Eur Obj 2</td> <td>-</td> <td>£1.0m</td> <td>£1.25m</td> <td>£0.75m</td> <td>-</td> <td>£3.0m</td> </tr> <tr> <td>DEFRA</td> <td>£4.0m</td> <td>£10.0m</td> <td>£11.5m</td> <td>£12.0m</td> <td>£9.0m</td> <td>£46.5m</td> </tr> <tr> <td>Private</td> <td>-</td> <td>-</td> <td>£6.0m</td> <td>£2.0m</td> <td>£4.0m</td> <td>£12.0m</td> </tr> <tr> <td>DfT</td> <td></td> <td></td> <td></td> <td>£3.5m</td> <td>£3.5m</td> <td>£7.0m</td> </tr> <tr> <td>Total</td> <td>£5.5m</td> <td>£19.0m</td> <td>£31.75m</td> <td>£30.75m</td> <td>£34.5m</td> <td>£121.5m</td> </tr> </tbody> </table>	Source	Year 2005/06	Year 2006/07	Year 2007/08	Year 2008/09	Future Years 2009	Total	RDA	-	£5.00m	£6.00m	£7.00m	£12.00m	£30m	BC	£1.5m	£3.0m	£7.0m	£4.5m	£5.5m	£21.5m	LCC	-	-	-	£1.0m	£0.5m	£1.5m	Eur Obj 2	-	£1.0m	£1.25m	£0.75m	-	£3.0m	DEFRA	£4.0m	£10.0m	£11.5m	£12.0m	£9.0m	£46.5m	Private	-	-	£6.0m	£2.0m	£4.0m	£12.0m	DfT				£3.5m	£3.5m	£7.0m	Total	£5.5m	£19.0m	£31.75m	£30.75m	£34.5m	£121.5m
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Outputs / outcomes	<p>Outputs</p> <ul style="list-style-type: none"> ▪ 3 hectares of high quality, pedestrian safe, seafront public realm ▪ 1.2 hectares of reclaimed land ▪ An accessible foreshore with beach side amenities ▪ 23,225 sq m (250,000 sq ft) of commercial leisure, development potential ▪ 4 sea front events spaces, the largest with a capacity of 25,000 people ▪ A contemporary and inclusive tram service 																																																															

	<p>Outcomes</p> <ul style="list-style-type: none"> ▪ Jobs safeguarded ▪ Jobs created - 930 (estimated minimum) ▪ Visitor numbers increased ▪ Visitor spending increased
Risks	<p>The private sector will take up the development opportunities later in the overall regeneration timescale DfT will not direct large scheme monies to the tram upgrading project The complexity of this project and need for intense winter working will give rise to time delays and cost overruns Existing resort businesses will experience severe detrimental effects and generate compensation claims The indicative costs will substantially underestimate the actual delivery costs</p>
Value for money	<p>In determining the impact this conspicuous and innovative public realm scheme will have on the regeneration of Blackpool's resort role and particularly on investment, turnover and employment it is necessary to look at the private investment decisions that will be made within the scheme boundaries and beyond, particularly on the landward side of the adjoining seafront over the entire regeneration period. The project will have a dramatic impact on the visitor's perception and enjoyment of Blackpool's seafront. If, for example, a very narrow approach is taken to assessing the potential employment impact, based upon the possible commercial leisure floor space that might be facilitated, then the scheme could accommodate some 930 jobs. Given regeneration funding (NWDA and Objective 2) of £33 million and allowing for an additionality ratio of 50%, the cost per job would be £71,000, which is above property related benchmarks but in-line with those associated with some other public realm interventions. Moreover, the remodelled seafront will play a key role in sustaining and increasing visitor numbers and, consequently, will support more jobs than estimated above.</p>
Management and maintenance	<p>Businesses within the central seafront area have come together to identify and share objectives and develop actions that will raise quality in service provision, product and environmental maintenance within the central seafront area. This Quality Management Initiative is formally established with a private sector chair and public / private steering group. The initiative was launched in the knowledge that the QMI could evolve into a formal Business Improvement District and generate the new revenue streams that will support the maintenance, management, marketing and events use of the changing seafront area.</p>

Project scoping schedule													
St John's Square													
													
Project Priority	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Under Construction</td> <td style="width: 10%;"></td> <td style="width: 30%;"></td> </tr> <tr> <td>Years 1-4: Implementation</td> <td></td> <td></td> </tr> <tr> <td>Years 1-4: Project Development</td> <td></td> <td></td> </tr> <tr> <td>Years 1-4: Project Development (Strategic reserve)</td> <td style="text-align: center;">✓</td> <td></td> </tr> </table>	Under Construction			Years 1-4: Implementation			Years 1-4: Project Development			Years 1-4: Project Development (Strategic reserve)	✓	
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Site Description	<p>This 0.51 ha (0.21 acre) site lies in the heart of the town centre, sandwiched between two of Blackpool's most important listed buildings – the Winter Gardens (Grade II*) and St John's Church (Grade II). The square has been landscaped in the past but is now in need of renovation and uplift. The adjoining Cedar Square is a peripheral shopping area where most properties are badly in need of repair but recently a few have turned to restaurant use and have potential for expansion if an improved environment could be delivered. Leading off St John's Square there is also a pedestrian side entrance to the indoor market which is very uninviting and in need of complete transformation.</p>												
Background	<p>St John's Square is one of the few sheltered open spaces within the town centre where visitors and residents alike can meet and sit in the sunshine or where civic events can be held. The Masterplan identified it as a key space in which to redefine the civic centre of the town, provide opportunities for civic events and provide an attractive, sheltered meeting place for local residents and shoppers away from the main tourist destinations and the sea breezes.</p> <p>An earlier associated phase of development to reduce traffic and improve the pedestrian environment in the adjacent town centre shopping streets has already been completed and this project would build on and complement the investment in the public realm that has already taken place. Although traffic has been considerably reduced the square is still used by buses and taxis which serve the town centre and this access will need to be retained and improved upon.</p> <p>St John's Church itself has been the subject of a major refurbishment project recently in order to provide it with facilities fit for the 21st century and to provide a secure financial future. With assistance from agencies such as English Heritage, NOF, the Church Urban Fund, ODPM Homelessness Fund, the Church has raised the funds to provide new independent community spaces and a new shelter for young homeless people, a heritage centre and repairs to the roof and tower whilst retaining a smaller, more suitable area for the church. Enhancement of the public realm outside the church will be a final stage in restoring it to its rightful position as a keynote Blackpool landmark.</p> <p>The square, together with the church, the Winter Gardens and much of the surrounding property is included in the Blackpool Townscape Heritage Initiative which is in the final stages of being approved by the Heritage Lottery Fund, bringing over £2m of investment into the area by 2009.</p>												
Description and key activities (including progress to date)	<p>The project is a development project, bringing proposals to the point at which they are designed, agreed by all stakeholders and the public, costed, funded and ready for implementation in later years. If the opportunity arises, this is a project that could be brought forward for implementation during this programme period.</p> <p>The development project will involve:</p> <ul style="list-style-type: none"> • Development of detailed design, budget costs and procurement plan for a refurbished St John's Square; improvements in Cedar Square; enhancement of the setting of the two listed buildings – St John's Church and the Winter Gardens by means of creative lighting effects etc; an enhanced entrance into the covered market; better waiting facilities for bus passengers • Development and approval of funding bid • Putting in place statutory approvals and any necessary CPOs or highway closures 												

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	<p>The later construction project will involve:</p> <ul style="list-style-type: none"> • The creation of 2,000 sq m of public realm, including event space with illumination • Better and more appropriate access into St John's Church and its new Heritage Centre • Reduction in traffic and commensurate air quality improvements • Increased safety for pedestrians moving through the town centre • Better waiting facilities for bus passengers • Better linkages from the newly extended and improved Hounds Hill shopping centre and Market Street to Topping Street, Talbot Road and North Station • Enhanced vitality for businesses in Cedar Square bringing opportunities for investment and business expansion 							
Purpose	To introduce quality public space into the town centre in order to significantly improve the amenity and attractiveness of the area; to provide a link between the Hounds Hill shopping centre and Talbot Road, Topping Street and North Station; to provide an enhanced setting to two key listed buildings – St John's Church with its new Heritage Centre and the Winter Gardens; to increase vitality and viability of businesses around the square; to provide a focal point for civic events.							
Target market	The resident population of Blackpool; visitors to the Winter Gardens, St John's Church and its new Heritage Centre; shoppers from the Fylde coast sub-region; local businesses and investors.							
Approach to delivery	<p>URC – Project design and development; consultation with stakeholders; preparation and submission of funding bid; cost control</p> <p>NWDA – Funding</p> <p>BC – land owner; funding; highway and planning authority; legal and estates services; transport advice and liaison with operators; management of THI; construction contract management in later years</p> <p>St John's Church – land owner and key occupier of the site</p> <p>Winter Gardens – key stakeholder and potential developer partner</p> <p>Private sector – local stakeholder business support and involvement; participation and investment in THI</p>							
Mitigation Plan	Traffic and bus alternative routes, alternative servicing arrangements for affected businesses; maintenance of access to the Church at all times. Both the high tourist season and the peak Christmas shopping periods will need to be avoided for the construction phases.							
Programme / Key milestones	<p>12.06; Development of detailed design, budget costs and procurement plan</p> <p>04.07; Approval of funding</p> <p>12.07; Statutory approvals, CPOs and highway closures</p>							
Costs, income and funding	Source	Year 2005/06	Year 2006/07	Year 2007/08	Year 2008/09	Future Years	Total	
	RDA	£0.03m	£0.02m	-	-	£2.10m	£2.15m	
	BC	-	-	-	-	£0.5m	£0.5m	
	THI	-	-	-	-	-	-	
	Private	£0.35m	-	-	-	£0.75m	£1.1m	
	Total	£0.38m	£0.02m	-	-	£3.35m	£3.75m	
Outputs / outcomes	<p>Key outputs once completed will include:</p> <ul style="list-style-type: none"> • The creation of 2,000 sq m of public realm, including event space with illumination • Increased footfall through the square <p>Outcomes of the final project once completed will include:</p> <ul style="list-style-type: none"> • Better and more appropriate access into St John's Church and its new Heritage Centre • Reduction in traffic and commensurate air quality improvements • Increased safety for pedestrians • Better waiting facilities for bus passengers • Better linkages from the newly extended and improved Hounds Hill shopping centre and Market Street to Topping Street, Talbot Road and North Station • Enhanced vitality for businesses in Cedar Square bringing opportunities for investment and business expansion 							
Risks	<p>That businesses and stakeholders decline to support the proposals</p> <p>That funding is not secured</p> <p>That delays do not permit the use of THI funds on the project</p>							
Value for money	The St John's Square project will result in enhanced public realm and event space. It forms part of the comprehensive strategy for resort and town centre regeneration							

Management and maintenance	The Square and the highway will remain BBC maintained; the THI will encourage private sector investment and improved maintenance levels of adjoining property
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Project scoping schedule			
Central Corridor Phase 3 and Pleasure Beach			
Project Priority	Under Construction		
	Years 1-4: Implementation		
	Years 1-4: Project Development	✓	
	Years 1-4: Project Development (Strategic reserve)	✓	
Site Description	<p>This site lies at the southern end of the Central Corridor at the first point along Yeadon Way from the M55 that it is possible to construct a junction feeding traffic towards the Promenade and the Pleasure Beach. It includes the stretch of Yeadon Way from the Total garage northwards to Waterloo Bridge, the line of the Fylde railway between South Blackpool and the Pleasure Beach stations and the Pleasure Beach itself. A large part of the site is currently used as car parking for use by visitors to the resort, particularly those visiting the Pleasure Beach despite the poor pedestrian links. The environment is unattractive and dominated by masses of unbroken black tar paving with no landscaping or trees and poor basic facilities. Although it lies close to the South Beach Resort Neighbourhood the links through are severed by the railway line.</p>		
Background	<p>The overall Central Corridor project is intended to improve access into the resort and enable increased traffic flows to be accommodated without disrupting the functioning of the town and to provide an attractive welcoming gateway for visitors arriving by car or coach down the M55. Phase 1 is almost completed having been supported by NWDA, ERDF and SRB funding. It is intended that the whole of the Corridor will be transformed during the life of the URC.</p> <p>Phase 3 of the Central Gateway is a major project in its own right, being of strategic importance to the resort's accessibility and its ability to cope with the increased amounts of car and coach borne traffic that will be generated by the development of a conference casino quarter and other major attractions.</p> <p>The Pleasure Beach is one of Blackpool's principal attractions, drawing in over 6.2million visitors a year, with the majority arriving by car or coach. Traffic currently has no direct access from Yeadon Way to the Pleasure Beach, because the railway line acts as a barrier, and has to find its way through the resort neighbourhoods or has to approach from the south along the Promenade. Visitors parking in this part of the Corridor are faced with an indirect and long walk across the car park, under Lytham Road and through the South Beach neighbourhood to the main entrance. The Pleasure Beach has accepted that it will need to agree an overall accessibility and parking strategy with the URC/BC if its business is to continue to thrive and expand.</p> <p>It is an essential part of the Masterplan strategy to increase the size of the Central Corridor to permit the creation of a third lane in the highway corridor into the resort, and the Conference Casino Quarter in particular, allowing the possibility of a one-way tidal flow system for traffic coming into the resort from the M55. Waterloo bridge is, however, a vital link from east to west between neighbourhoods of Blackpool that are otherwise truncated by the former railway line. It carries volumes of traffic that would cause unacceptable congestion, hazards and poor air quality if the bridge were to be demolished and the route reinstated at ground level in order to accommodate the third lane. A more acceptable proposal is to remove the existing railway line and station at South Blackpool enabling an area of embankment to be removed and Waterloo bridge replaced with a much lighter structure creating the space for a wider carriageway. A new, lighter Waterloo bridge would also have the added benefit of radically improving that important view through to the Tower as visitors arrive from the motorway into the resort.</p> <p>The Fylde Coast railway line into Blackpool South Station is a single line track and is the subject of periodic speculation about its closure. The Council and the URC would not support its total closure, and in the long term would like to see the line become part of an integrated transport system across the Fylde, but can see the benefits of shortening the existing line back as far as the Pleasure Beach station opening up the possibility of using the route for traffic into the Pleasure Beach and creating new links from the Central Corridor into the South Beach Resort Neighbourhood for the benefit of local businesses. This idea was supported at the Local Plan Inquiry.</p>		


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<p>Description and key activities (including progress to date)</p>	<p>This project in years 1 to 4 is itself in 3 parts or phases; Phases A and B are development projects and Phase C is a construction project which can only follow Phases A and B but which must be completed before the opening of the Conference Casino Quarter in years 2009/10.</p> <p>Phase A</p> <ul style="list-style-type: none"> o Develop an Accessibility and Parking Strategy with the Pleasure Beach and complementary Central Corridor Phase 3 Concept Plan and consult on it with the local resident and business communities; seek approval of strategy with BC and other stakeholders <p>Phase B</p> <ul style="list-style-type: none"> o Agree truncation of Fylde railway from Blackpool South to the Pleasure Beach station with rail operator and track owner; conclude railway legalities to close section of track; o Design replacement Waterloo Road railway bridge, new junction, third carriageway along Yeadon Way north of new junction and remodelled car park and identify costs o Secure funding package o Gain approval for a replacement of Waterloo Bridge and decommissioning of railway line o Design, cost, seek approval for and funding for new highway along decommissioned railway south from new Yeadon Way junction to the Pleasure Beach <p>Phase C</p> <ul style="list-style-type: none"> o Construct replacement Waterloo bridge, junction, new third carriageway along Yeadon Way, and remodelled landscaped car park <p>The final scheme in total will deliver:</p> <ul style="list-style-type: none"> o Improved accessibility to the Pleasure Beach and links allowing visitors access into the South Beach Neighbourhood Resort bringing increased vitality and investment in the neighbourhood o A remodelled Waterloo Bridge allowing spectacular views of the Tower and a third carriageway along the Central Corridor o The possibility of a tidal traffic management system in and out of the resort at peak flow periods o Remodelled and attractive car parking at the first point of entry into the resort from the M55
<p>Purpose</p>	<p>To improve the accessibility to the Pleasure Beach and the southern Promenade for car and coach traffic, relieving the resort neighbourhoods and the Promenade of traffic congestion and reducing on-street parking problems. This is part of the overall accessibility strategy for the Resort as envisaged in the Masterplan. The removal of the railway line will permit direct access into the holiday area of South Beach allowing hotels to take advantage of potential visitors as they arrive. Environmental enhancement of the first part of the Central Corridor is an essential part of the project with Waterloo Bridge replaced by a new lighter structure, giving visitors a more dramatic view of the Tower as they arrive off the motorway. The land freed from under Waterloo bridge by the removal of the railway line will facilitate the provision of a third lane along Yeadon Way as far as the Total garage opening up the opportunity for a one way circulation system in and out of the resort. The overall strategy will enable the resort to cope adequately with increased visitor numbers.</p>
<p>Target market</p>	<p>The popular regional day trip and national short stay holiday market; the conference, casino, leisure and entertainment markets; the Pleasure Beach and its customers; local businesses and residents of South Beach</p>
<p>Approach to delivery</p>	<p>URC – delivering the ambitions and intentions of the Masterplan by leading on producing a Brief, consideration of options, scheme development, negotiation with stakeholders and the public, creative design, securing funding, cost control and marketing tasks</p> <p>NWDA – URC partner providing mainstream capital and revenue funding and shaping the scale of URC involvement; liaison with Network Rail and regional transport authorities</p> <p>BC – land owner; URC partner providing mainstream capital and revenue funding, providing advice and support as planning and highway authority; provision of legal and estates services; managing and delivering construction contracts where appropriate</p> <p>Pleasure Beach –produce Accessibility and Parking Strategy in partnership with URC and BC taking into account current accessibility issues, likely future business growth and potential for future expansion</p> <p>Railway owner and operator – project approval, planning and legalities</p> <p>Private sector – local and inward private investment particularly in the hotel business of South Beach</p>
<p>Mitigation Plan</p>	<p>Construction work in Central Corridor Phase 3(C) will require extensive contingency planning to protect the normal functioning of the resort. It will need to be implemented in stages in order to minimise disruption. A communications plan will need to be completed before construction is started. Access through the Central Corridor and to adjoining businesses will need to be maintained throughout the construction period by means of either diversions or temporary works and closure of Waterloo bridge will need to be minimised by employing a swift design and construction method. Timing construction during the low season will minimise disruption and parking problems.</p>
<p>Programme / Key milestones</p>	<p>04.06; Develop an Accessibility and Parking Strategy with the Pleasure Beach and a Central Corridor Phase 3 Concept Plan and consult on it with the local resident and business communities; seek approval of strategy with BC and other stakeholders</p> <p>12.06; Agree truncation of Fylde railway from South Blackpool south to the Pleasure Beach station with rail operator and track owner;</p> <p>12.06; Design replacement Waterloo Bridge, new junction, third carriageway along Yeadon Way north of new junction and remodelled car park and identify costs</p>

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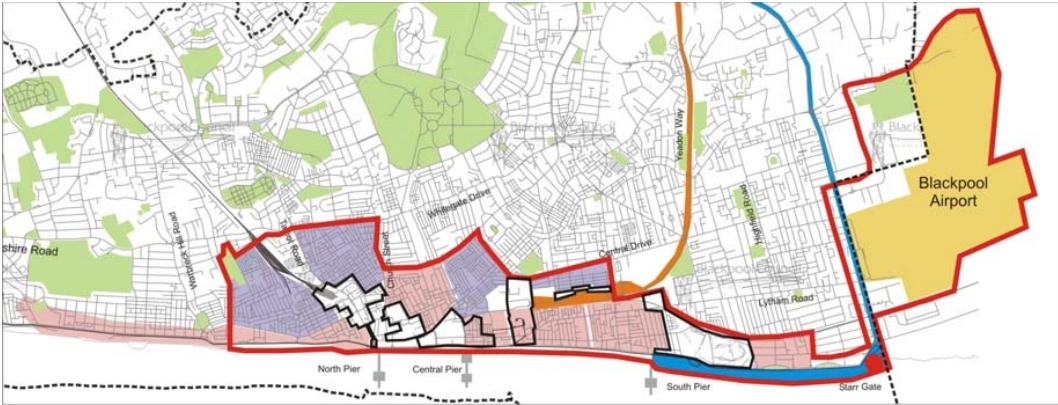
	<p>04.07; Secure funding package</p> <p>12.07; Gain statutory approvals for a replacement of Waterloo Bridge, conclude railway legalities to truncate track south to Pleasure Beach station</p> <p>04.08; Construct replacement Waterloo bridge, junction, new third carriageway along Yeadon Way, and remodelled landscaped car park</p> <p>04.08; Design, cost, seek approval for and funding for new highway along decommissioned railway south of new Yeadon Way junction</p>																																																																																
Costs, income and funding	<ul style="list-style-type: none"> ▪ Private contributions include funding an Accessibility and Parking Strategy ▪ * denotes development work <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Source</th> <th>Year 2004/05</th> <th>Year 2005/06</th> <th>Year 2006/07</th> <th>Year 2007/08</th> <th>Year 2008/09</th> <th>Future Years</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Project Dev</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> </tr> <tr> <td>RDA</td> <td style="text-align: center;">-</td> <td style="text-align: center;">£0.03m</td> <td style="text-align: center;">£0.03m</td> <td style="text-align: center;">£0.25m*</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">£0.31m</td> </tr> <tr> <td>Private*</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">£0.03m*</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">£0.03m</td> </tr> <tr> <td>Phase 1</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> </tr> <tr> <td>RDA</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">£3.0m</td> <td style="text-align: center;">£4.0m</td> <td style="text-align: center;">-</td> <td style="text-align: center;">£7.0m</td> </tr> <tr> <td>SRB</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> </tr> <tr> <td>ERDF</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> </tr> <tr> <td>Other</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">£2.0m</td> <td style="text-align: center;">£15.0m</td> <td style="text-align: center;">£17.0m</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">-</td> <td style="text-align: center;">£0.03m</td> <td style="text-align: center;">£0.06m</td> <td style="text-align: center;">£3.25m</td> <td style="text-align: center;">£6.0m</td> <td style="text-align: center;">£15.0m</td> <td style="text-align: center;">£24.34m</td> </tr> </tbody> </table>	Source	Year 2004/05	Year 2005/06	Year 2006/07	Year 2007/08	Year 2008/09	Future Years	Total	Project Dev	-	-	-	-	-	-	-	RDA	-	£0.03m	£0.03m	£0.25m*	-	-	£0.31m	Private*	-	-	£0.03m*	-	-	-	£0.03m	Phase 1	-	-	-	-	-	-	-	RDA	-	-	-	£3.0m	£4.0m	-	£7.0m	SRB	-	-	-	-	-	-	-	ERDF	-	-	-	-	-	-	-	Other	-	-	-	-	£2.0m	£15.0m	£17.0m	Total	-	£0.03m	£0.06m	£3.25m	£6.0m	£15.0m	£24.34m
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Outputs / outcomes	<p>Outputs of this project will be:</p> <ul style="list-style-type: none"> • 7.3 ha brownfield landscaped and enhanced • 2.9 ha of public realm investment • 0.28 km of 3-lane access central corridor into the resort • Remodelled car parking spaces in an attractive landscaped setting <p>Outcomes of this project will be:</p> <ul style="list-style-type: none"> • A vital section of the Central Corridor into the resort upgraded and enhanced to 3 lanes, providing an efficient and attractive welcome into the resort • The possibility of tidal flow traffic management into the resort at peak periods • Waterloo bridge replaced with a new, lighter structure giving dramatic and extended views to the Tower from the main arrival point into the resort from the M55 • Creation of excellent transport connections to the Pleasure Beach and the South Beach Resort Neighbourhood offering new local and inward investment opportunities for hotel businesses <p>The fully implemented project in later years will bring the following additional outputs and outcomes:</p> <ul style="list-style-type: none"> • Increased accessibility into the Pleasure Beach bringing further opportunities for business expansion and renewal • A reduction in traffic and parking congestion in the South Beach Resort Neighbourhood resulting in an improved environment for residents and businesses alike • 0.8 km of new highway south from the new Yeadon Way junction down the decommissioned railway line to the Pleasure Beach • New Pleasure Beach rides • New investment in South Beach hotels • Increased occupancy rates in South Beach hotels 																																																																																
Risks	<p>The complexity of this project and need for agreements with transport operators, and Network Rail will give rise to time delays.</p> <p>That government supports any objections to the line truncation</p> <p>That funding is not forthcoming for the replacement Waterloo Bridge</p> <p>That there are geotechnical difficulties in constructing a replacement bridge</p> <p>That the replacement bridge, third Central Corridor carriageway, new junction and remodelled car parking areas are not completed before the opening of the Conference Casino Quarter</p> <p>That indicative costs will substantially underestimate the actual delivery costs.</p> <p>That there is unacceptable disruption to the business of the resort</p>																																																																																
Value for money	<p>This project will result in enhanced access to the South Beach and Pleasure Beach areas. It will significantly improve traffic management during peak periods and will facilitate the expansion of the Pleasure Beach.</p>																																																																																

Management and maintenance	The Central Gateway will become a BC responsibility in terms of car park management and landscape maintenance. Income will be generated by the car parking which will contribute to its revenue costs.
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Project scoping schedule			
Tramway			
			
Project Priority	Under Construction		
	Years 1-4: Implementation	✓	
	Years 1-4: Project Development		
	Years 1-4: Project Development (Strategic reserve)		
Site Description	<p>The Blackpool Tramway runs along the edge of the Fylde Coast from Fleetwood in the north to Stargate in the south, a distance of 18km. The project involves the upgrading of the track, rolling stock and depot to contemporary standards.</p> <p>Tram travel for business, leisure and commuting purposes is an established component of the busy public transport network on the Fylde Coast. Its availability, uninterrupted over the last 120 years, has had a profound influence on the scale, density and form of urban development and today it continues to provide vital links between residents and jobs and holidaymakers and holiday attractions.</p> <p>The Blackpool and Fleetwood tramway is life expired and will, without major investment, very quickly cease to operate as a legitimate public transport system. The 18km tramway will close in stages, beginning in 2006, and will reduce over a 4/5 year period to a 3km long tourist ride within the resort core.</p> <p>Regeneration on the scale anticipated in the Masterplan, RES and Northern way Growth Strategy is dependant upon continuing access to a mass public transport system in the form of a modernised Blackpool and Fleetwood Tramway.</p>		
Description and key activities (including progress to date)	<p>DfT challenged Blackpool to prepare a Tram proposal that would;</p> <ul style="list-style-type: none"> • Produce an affordable proposal with a high benefit to cost ratio • Retain an integrated tram and bus operation on the Fylde coast • Introduce contemporary business management and operational practices <p>Blackpool submitted a proposal to DfT in July 2005 that is simpler and less risky than other UK light rail schemes and produces a robust benefit to cost ratio. This comprises;</p> <ul style="list-style-type: none"> • Investment in the entire 18km track including provision of platforms with level access • Track relay to maintainable standards and tram priority at highway junctions • Procurement of Skoda Astra single ended vehicles and accessible trailers and refurbishment of existing trams • Upgrade to overhead electrical infrastructure • Redevelopment of the existing Depot <p>The forecast outturn cost is £95.89m, based upon a 4 year construction period extending to April 2009. This fits with the seafront reconstruction proposals, which focus on the resort core and abut the 4kms of busiest tram track.</p> <p>The Urban Regeneration Company is working closely with Blackpool Council in developing the tram modernisation proposals, linking this major infrastructure scheme into the overall regeneration programme, and championing the regeneration benefits.</p>		
Purpose	To ensure that Blackpool's regeneration potential is maximised and the perverse prospect of growth in travel demand and decline in capacity for mass travel on the public transport network is avoided.		
Target market	Blackpool residents and visitors, the local business community, potential investors in resort regeneration and transport operators.		
Approach to delivery	URC – Master Planning resort regeneration, facilitating public transport development and integrating tram modernisation into the overall development programme		

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	<p>DfT – Providing major scheme capital funding</p> <p>BC – Co-promoter and owner of the tram and bus transport systems, providing land and buildings, capital funding, technical highway and transport planning services and an opportunity for integrated bus and tram.</p> <p>LCC – Co-promoter providing capital funding and technical highway and transport planning expertise.</p> <p>Private sector – providing funding and operational expertise.</p>																																			
Mitigation Plan	<p>Large scale, civil engineering and building construction on this prominent seafront location where there will be adjoining and co-incident sea wall reconstruction and major building works will require private developer partners, the Council, public transport operator and the URC to work closely together to formulate implementation proposals that will minimise disruption and protect key interests. A mitigation plan will be prepared and circulated widely to ensure that there is a planned development process that is understood and clearly informed by local stakeholders</p>																																			
Programme / Key milestones	<p>12.05 ; Government support for the tram project is announced and an implementation time scale is agreed</p> <p>11.06 ; implementation begins</p> <p>04.09 : the new tram system becomes fully operational</p>																																			
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Outputs / outcomes	<p>Outputs</p> <ul style="list-style-type: none"> ▪ Contemporary high capacity tram system, linking Fleetwood to Star Gate. <p>Outcomes</p> <ul style="list-style-type: none"> ▪ Growing tram patronage ▪ Growing tram revenues 																																			
Risks	<p>Limited choice of rolling stock supplier for the selected vehicles could result in delivery and cost overruns</p> <p>Fluctuations in exchange rates for vehicles</p> <p>Costs of tenders / inflation increasing over and above predictions</p> <p>Design standards / approvals changing and resulting in additional cost</p>																																			
Value for money	<p>The value for money of the projects is being assessed by DfT. The Benefit to Cost Ratio is 1.57</p>																																			
Management and maintenance	<p>The procurement process will involve disposal of a minority or majority share of the combined bus and tram public transport system to an external national / international operator who will integrate with the existing Blackpool Transport Services organisation to operate and maintain the modernised tram system.</p>																																			

Project scoping schedule																																			
Blackpool Airport																																			
																																			
Based upon Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationary Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Blackpool Borough Council Licence No. 100019178. 2004.																																			
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Other (HLF)																																			
Outputs / outcomes																																			

Risks	
Value for money	
Management and maintenance	

Project scoping schedule			
Pre-Development Fund – Strategic Infrastructure Studies			
Project Priority	Under Construction		
	Years 1-4: Implementation	✓	
	Years 1-4: Project Development		
	Years 1-4: Project Development (Strategic reserve)		
Site Description	The entire URC area		
Background	N/A		
Description and key activities (including progress to date)	<p>The Pre-Construction Expenditure Fund (PCEF) will meet the costs of a variety of preparatory work. It will enable a range of activities to be carried out in support of ReBlackpool's overall aims and objectives, including, for example, design, feasibility studies, surveys, consultants' reports, legal advice, valuations, planning and marketing in respect of outline projects prior to them becoming fully approved by ReBlackpool's Board and relevant funding organisations. The PCEF will also fund development/valuation appraisals for property acquisitions in the Urban Regeneration Company area.</p> <p>Key project areas will include;</p> <ul style="list-style-type: none"> - Transport assessments and accessibility studies - Site investigation, geo-technical and topographical studies (for example as part of early planning for the Second Gate development) - Service investigations - Development planning (for example in considering the interaction with Blackpool Pleasure beach) 		
Purpose	<p>To prepare for and understand the implications for development of forthcoming schemes</p> <p>The Fund would allow the Board of ReBlackpool to respond to opportunities in a timely manner and manage situations requiring a degree of urgency in a speedy and efficient manner.</p>		
Target market	URC, Potential partners and / or investors		
Approach to delivery	URC – Project facilitation. The URC would be solely responsible for implementing activities through the Fund. NWDA – Funding		
Mitigation Plan	N/A		
Programme / Key milestones	04.06; Initiate Fund 09.07; Mid-programme review. 03.09; End of project review. Any lessons learned would be implemented in any roll-forward of the Fund.		

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	Other (HLF)	-	-	-	-	-	-																													
Total	-	£0.5m	£0.5m	£0.5m	-	£1.5m																														
Outputs / outcomes	<p>Key outcomes once completed will include:</p> <ul style="list-style-type: none"> ▪ Approximately 70 feasibility studies and 140 pieces of bespoke advice 																																			
Risks	<p>The main risk is that any projects which utilise the Fund will be abortive if those projects do not receive development funding, resulting in resources from the Fund being wasted. This risk can be mitigated to a large extent by ensuring that any potential projects which utilise the Fund are consistent with the overall objectives of ReBlackpool.</p> <p>Another risk is the potential for time delays between pre-construction work and follow-on projects. This could lead to studies needing to be carried out again as information would be out of date. Good project management could mitigate this area of risk.</p> <p>Furthermore, far more schemes could be put forward for pre-construction work than could be effectively handled. Again, Good project management could mitigate this area of risk.</p>																																			
Value for money	The Fund would allow the Board of ReBlackpool to allocate funding without applying to the RDA on a project-by-project basis. This would offer the RDA savings in both administration costs and staff time.																																			
Management and maintenance	The Board of ReBlackpool would be solely responsible for the management and maintenance of the Fund.																																			

Project scoping schedule			
Monitoring and Evaluation			
Project Priority	Under Construction		
	Years 1-4: Implementation	✓	
	Years 1-4: Project Development		
	Years 1-4: Project Development (Strategic reserve)		
Site Description	This project covers the entire URC area, including the Resort and Residential Neighbourhoods and the airport.		
Background	The success of the URC will need to be assessed against baseline information much of which already exists. New studies will, however, need to be commissioned and considerable monitoring will be required so that the URC programme can be measured as it progresses.		
Description and key activities (including progress to date)	<p>The setting up of a comprehensive monitoring and evaluation system is a major task and one that will need a capital investment at the outset to ensure that it is carried out without delay. After the first two financial years it is likely that the URC will be in a position to carry out its monitoring and evaluation functions in house. Once a monitoring and evaluation programme is agreed then a number of surveys will be required to provide baseline data. The type of baseline information that will be required includes:</p> <ul style="list-style-type: none"> o Visitor satisfaction surveys o Car and coach parking counts o Pedestrian footfalls o Hotel occupancy rates o Other baseline studies as required <p>The information produced by this project will be used to monitor, manage and evaluate URC programmes enabling a flexible response to circumstances as they change and inform policy decisions. It will be published as part of the annual report of the URC.</p>		
Purpose	To enable an objective assessment to be made of the success of the URC programme and to form part of the annual reporting procedure.		
Target market	URC, NWDA, BBC, Government bodies, stakeholders, investors, the Blackpool community		
Approach to delivery	URC – Project design and implementation; co-ordination of information sources; appointment of consultants to undertake surveys; publication and distribution of reports NWDA – Funding, statistical support BC – Funding; sharing of information collection and analysis Private sector – provision of statistical and survey information where appropriate		
Mitigation Plan	N/A		
Programme / Key milestones	03.06; Appointment of Consultants to set up monitoring system 06.06; Agree monitoring system and requirements for baseline data 07.06; Start collecting baseline data 12.06; Publication of Annual URC Report 12.07; Publication of Annual URC Report 12.08; Publication of Annual Monitoring Report		

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	Source	Year 2005/6	Year 2006/7	Year 2007/8	Year 2008/9	Later Years	Total
	RDA	-	£0.03	£0.03	-	-	£0.06m
	LA	-	-	-	-	-	£0m
	Other (HLF)	-	-	-	-	-	£0m
	Total	-	£0.3m	£0.3m	-	-	£0.06m
Outputs / outcomes	Outputs will be the provision of appropriate survey information together with analysis to provide both baseline studies and subsequently annual measures of change. Key outcomes will be a better informed decision making process for the URC and a measure of progress for government bodies, stakeholders, investors and the public.						
Risks	None						
Value for money	By ensuring that progress is properly monitored the URC will be able to demonstrate that public money is being well spent.						
Management and maintenance	The URC will co-ordinate and edit the monitoring information for publication during its life.						

APPENDIX B

Programme expenditure

ReBlackpool Development Programme 2005/2006 to 2008/2009

Drafted, 10.10.05

ALL FIGURES ARE IN MILLIONS

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

Resort Regeneration		year 2004/5		year 2005/6		year 2006/7		year 2007/8		year 2008/9		Later Years	
Conference Casino Quarter		year 2004/5		year 2005/6		year 2006/7		year 2007/8		year 2008/9		Later Years	
Procurement & devmt plan for Div Police Hdqurtrs agreed with PA	03.06												
Funding bid for opportunity purchases approved	06.06												
Procurement & devlmt plan for courts agreed with Crown Comrs	06.06												
Procurement strategy for conference/casino quarter agreed	03.06												
Bid to DCMS panel completed	03.06												
Outline pp for conference/casino quarter approved	09.06												
Casino licences obtained	10.06												
Detailed devmt scheme & preferred development partner agreed.	07.07												
Detailed pp for Phase 1 casino development obtained.	10.07												
Site for Div Police Headquarters secured	03.08												
Alternative parking arrangements completed	06.08												
Statutory approvals	01.09												
Phase 1 casino development completed.	03.10												
SPEND RDA/Other		£0.00	£0.00	£0.00	£0.00	£0.60	£0.00	£2.30	£10.0	£2.40	£45.00	£6.00	£293.0
Opportunity Purchases		year 2004/5		year 2005/6		year 2006/7		year 2007/8		year 2008/9		Later Years	
Agree acquisition fund	04.06												
Agree & start acquisition of host sites for Law Courts and Police Stn	04.06												
Acquire site for car/coach parking for Talbot Road project	12.06												
SPEND RDA/Other		£0.00	£0.00	£0.00	£0.00	£1.40	£0.00	£1.30	£0.00	£0.00	£0.00	£0.00	£0.00
Central Blackpool Higher Education Campus		year 2004/5		year 2005/6		year 2006/7		year 2007/8		year 2008/9		Later Years	
Phase 1: Planning for implementation strategy	08.06												
Phase 2: Commencement of construction work at Central Campus	09.06												
Phase 3: Rapid expansion, based on new curriculum & facilities	09.08												
SPEND RDA/Other		£0.00	£0.00	£0.42	£0.23	£2.43	£1.37	£1.15	£4.40	£0.00	£0.00	£0.00	£0.00

		year 2004/5		year 2005/6		year 2006/7		year 2007/8		year 2008/9		Later Years	
Resort Enterprise Centre													
Site clearance commenced	12.05												
Statutory approvals secured	02.06												
Funding confirmed, start on site	05.06												
Completion	06.07												
SPEND RDA/Other		£0.00	£0.00	£0.00	£0.25	£0.00	£1.50	£0.00	£0.75	£0.00	£0.00	£0.00	£0.00
Town Centre Regeneration													
Hounds Hill Phase 1		Year 2004/5		year 2005/6		year 2006/7		year 2007/8		year 2008/9		Later Years	
Planning permission granted	10.03												
CPO made	02.04												
Public Inquiry	12.04												
CPO confirmation	07.05												
Site preparation commenced	08.05												
Anticipated start on site	02.06												
Development completed	02.08												
SPEND RDA/Other		£0.00	£0.00	£0.00	£5.00	£0.00	£15.00	£0.00	£15.00	£0.00	£0.00	£0.00	£0.00
Talbot Road		Year 2004/5		year 2005/6		year 2006/7		year 2007/8		year 2008/9		Later Years	
Future of bowling hall determined	11.05												
Launch of development prospectus	12.05												
Procurement plan for off site parking agreed	03.06												
Developer partner selected	03.06												
Funding approval for off-site works	06.06												
Developer partner/ReBlackpool publish development proposals	09.06												
Funding approval for phase 1, public sector contribution	06.07												
Off-site parking completed	01.08												
CPO and Highway closures confirmed	05.08												
Phase 1 completed	04.10												
SPEND RDA/Other		£0.00	£0.00	£0.20	£0.00	£0.40	£0.50	£4.625	£2.00	£5.10	£3.50	£9.30	£202.0

Neighbourhood Improvement												
South Beach & The Village Resort Neighbourhood												
	Year 2004/5	year 2005/6	year 2006/7	year 2007/8	year 2008/9	Later Years						
Appt consultants to do market needs analysis/prepare baseline data	10.06											
Prepare action plan / scheme develt /funding bids	06.07											
SPEND RDA/Other	£0.00	£0.00	£0.00	£0.00	£0.05	£0.00	£0.05	£0.00	£0.00	£0.00	£0.00	£0.00
The Residential Neighbourhoods												
	year 2004/5	year 2005/6	year 2006/7	year 2007/8	year 2008/9	Later Years						
Adoption of TAB INI neighbourhood planning guidance	12.05											
Completion of TAB Health Village phase 2 works	12.05											
Consultation on Preferred Option in Central Drive and Claremont	12.05											
Completion of TAB Health Village phase 3 open space	07.06											
Submission of draft Area Action Plan for Central Drive & Claremont	08.06											
Adoption of Central Drive and Claremont Area Action Plans	10.07											
SPEND RDA/Other	£0.00	£0.00	£0.00	£18.00	£0.00	£16.20	£0.00	£15.50	£0.00	£15.50	£0.00	£0.00
Public realm/ environment												
Central Corridor Phase 1												
	year 2004/5	year 2005/6	year 2006/7	year 2007/8	year 2008/9	Later Years						
Funding approved / start on site	04.04											
New road opened	06.05											
Completion of public realm elements	10.05											
South Stand commencement	01.06											
Commence hotel/restaurant/public house development	04.06											
Housing development started	12.06											
South Stand complete – available for office fit-out	03.07											
Hotel complete	04.07											
Restaurant / public house completed	09.07											
South stand occupied	12.07											
Housing development complete	03.08											
SPEND RDA/Other	£3.60	£5.40	£1.6	£6.1	£0.00	£12.8	£0.00	£6.00	£0.00	£0.00	£0.00	£0.00

	year 2004/5	year 2005/6	year 2006/7	year 2007/8	year 2008/9	Later Years
Central Corridor Phase 2						
Design and development of proposals						
Costing						
Statutory approvals						
Funding bid						
SPEND RDA/Other	£0.00	£0.00	£0.075	£0.075	£0.00	£1.50
Southern Gateway Phase 2						
Agree with BC, Tram operator, UU, HS E on design brief						
Design and costing of proposals for teardrop shell						
Identification of required funding						
In later years, or earlier if the opportunity arises:						
Appointment of contractor						
Completion						
SPEND RDA/Other	£0.00	£0.00	£0.025	£0.00	£0.00	£1.50
Central Seafront Public Realm						
Basic DEFRA scheme starts on site						
Overall Concept approved, successful bid for funding						
Details for 1st phase approved, funding allocated, work started.						
Details for 2nd phase approved, funding allocated, work started.						
Tram scheme starts						
Details for 3rd phase approved, funding allocated, work started						
Implementation of Highway improvement plan starts						
Entire scheme completed						
SPEND RDA/Other	£0.00	£0.00	£0.00	£5.00	£6.00	£12.00
				£14.00	£25.75	£22.50
					£7.00	
					£23.75	
St John's Square						
Development of detailed design, budget costs & procurement plan						
Approval of funding						
Statutory approvals, CPOs and highway closures						

*ReBlackpool
Investment Plan for Sustainable Resort Regeneration
2005/06 - 2008/09
October 2005*

Publication of Annual Monitoring Report	12.08												
SPEND RDA/Other		£0.00	£0.00	£0.00	£0.00	£0.03	£0.00	£0.03	£0.00	£0.00	£0.00	£0.00	£0.00
Pre-Development Fund - Strategic Infrastructure Studies		year 2004/5	year 2005/6	year 2006/7	year 2007/8	year 2008/9	Later Years						
Initiate Fund	04.06												
Mid- programme review	09.07												
End of project review	03.09												
SPEND RDA/Other		£0.00	£0.00	£0.00	£0.00	£0.50	£0.00	£0.50	£0.00	£0.50	£0.00	£0.00	£0.00
SUMMARY OF EXPENDITURE													
<i>ALL FIGURES ARE IN MILLIONS</i>													
		year 2004/5	year 2005/6	year 2006/7	year 2007/8	year 2008/9	Later Years						
		RDA Other	RDA Other	RDA Other	RDA Other	RDA Other	RDA Other						
Funder totals		£3.6	£5.4	£2.4	£35.4	£10.5	£72.4	£19.2	£113.9	£19.0	£140.2	£32.4	£533.8
Year total		£9.00		£37.81		£82.935		£133.105		£159.15		£566.150	
Overall total								£988.15					

APPENDIX C

Operating Plan

ReBlackpool

Operating Plan 2005/06 -
2008/09

October 2005

ReBlackpool

Operating Plan 2005/06 -
2008/09

October 2005

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1 Introduction

This document sets out the first Operating Plan for ReBlackpool, covering the period from April 2005 to March 2009.

In February 2005 the Office of the Deputy Prime Minister (ODPM) gave the approval for the establishment of an Urban Regeneration Company (URC) for Blackpool – ReBlackpool. Funding for the operation of ReBlackpool is to be provided by the North West Development Agency (NWDA) and Blackpool Council.

ReBlackpool is required to produce an annual business plan, which comprises two parts – an Operational Plan and an Investment Plan. The Plan has been prepared in accordance with the New Business Planning Framework for Regeneration Companies issued by the NWDA in November 2004.

Urban Regeneration Companies (URCs) have been promoted by the Government and established by local partnerships in order to deliver a focused, integrated regeneration strategy for key towns and cities. They provide a powerful and coherent single vision for the future of their entire area, and then co-ordinate its implementation. Blackpool was the 16th area to benefit from the approval of the establishment of a URC. In particular, the stated purpose of URCs is, *“to work with a range of private and public sector partners – including Local Strategic Partnerships – to redevelop and bring investment back into areas of our towns and cities”*⁹.

The purpose of this Operational Plan is to:

- (i) Present details of the proposed ReBlackpool Executive Team (Section 2);
- (ii) Set out the proposed operating arrangements and roles of partners (Section 3); and
- (iii) Show the estimated revenue costs and funding for ReBlackpool (Section 4).

⁹ URC Guidance and Qualification Criteria, May 2004

2 Executive team

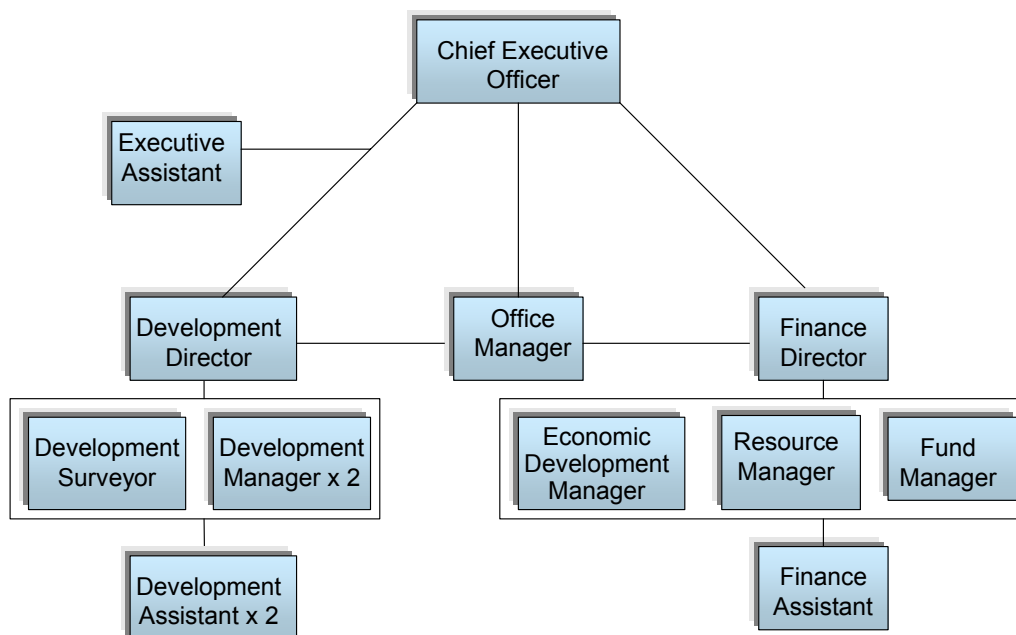
2.1 Introduction

This Section sets out details of the proposed ReBlackpool Executive Team. It describes the roles and skills of each post and explains the process for appointing the team.

2.2 Team structure

It is proposed that the executive team will comprise 14 staff (see Figure 2.1 below).

Figure 2.1: Blackpool URC - Executive Team



The management team will comprise the Chief Executive, Development Director and Finance Director.

At present two staff are in post, as follows:

- Doug Garrett – Chief Executive
- Reg Haslam – Development Director

2.3 Roles and skills

The key members of the management team together with their respective roles are outlined below:

- **Chief Executive**

With full responsibility to the Board for the effective operation of the URC, the Chief Executive will manage and co-ordinate the team. He has overall responsibility for the development and implementation of the programme and the marketing and communication strategy. The Chief Executive has senior experience of managing a regeneration company and marketing development opportunities to national and international interests.

- **Development Director**

The Development Director will be responsible for Masterplan review, day-to-day programme implementation and performance management. The individual will play a key role in appointing and managing advisors and consultants and in negotiations with developers and partners.

- **Finance Director**

It is envisaged that the Finance Director will deal with all accounting, funding and administrative matters, including personnel.

- **Development Surveyor**

The Development Surveyor will be responsible for investigating, planning and managing proposals to acquire land and property and build either new developments or organise the refurbishment of existing buildings. The post holder will work closely with the Development Director to facilitate private sector investment and project delivery.

- **Development/Project Manager (2)**

Two Development/Project Managers will ensure that projects are implemented and will be responsible for reviewing progress.

- **Economic Development Manager**

The Economic Development Manager will ensure that the activities of ReBlackpool are consistent with the local economic development strategy and will advise on the economic implications of proposed developments, undertake project work, develop local 'clusters' of employment, measure the impact of intervention and report on progress. The Economic Development Manager will link with local communities and be responsible for ensuring that local benefits are maximised.

- **Resource Manager**

The Resource Manager will be responsible for identifying funding opportunities and ensuring that bids for funding are completed to a satisfactory standard.

- **Fund Manager**

The Fund Manager will ensure that the financial resources of ReBlackpool are well administered and that payments from funds are provided in a timely manner.

- **Administrative support** in the day-to-day operations of the office will be provided by an Executive Assistant and Office Manager. They will also be responsible for organising events. **Team-specific support** will be provided by two Development Assistants and a Finance Assistant.

2.4 Appointing the team

All 14 members of staff will be in post by the end of 2006/07. Seven of the posts will be filled by secondees from Blackpool Council and seven will be new appointments, as follows:

- New appointments – Chief Executive, Finance Director, Executive Assistant, Development Surveyor, Economic Development Manager, Finance Assistant and Development Assistant; and

- Secondees – Development Director, Office Manager, Development Manager (2), Development Assistant, Resource Manager and Fund Manager

The new staff will be appointed through national and local adverts, as appropriate, and robust selection and assessment processes. Table 2.1 shows the proposed programme for appointing staff.

Table 2.1: Programme for appointing staff	
	Start date (actual/agreed or anticipated)
Chief Executive	01/08/05
Development Director	01/08/05
Office Manager	01/10/05
Development Assistants (2)	01/10/05
Development / project manager (2)	01/10/05
Finance Director	01/02/06
Executive Assistant	01/02/06
Development Surveyor	01/02/06
Fund Manager	01/04/06
Resource Manager	01/04/06
Finance Assistant	01/04/06
Economic Development Manager	01/07/06

3 Operating arrangements and the roles of partners

3.1 Introduction

This Section presents details showing how ReBlackpool will operate and in particular the arrangements with the founder members.

3.2 ReBlackpool - form of organisation

ReBlackpool is a company limited by guarantee. The company's name is ReBlackpool Urban Regeneration Company Limited, but it is operating under the name ReBlackpool. The founder members are Blackpool Council and the NWDA.

The objectives of the company are:

"to assist, promote, encourage, develop and secure the regeneration of the social, physical and economic environment of the main holiday area of Blackpool including the area of Blackpool Airport.... and any area outside..... where such activity appears to the Company to facilitate or be conducive to the regeneration of the area.... and to establish it as a premier location for business and industries in the tourism sector of all kinds and facilitate and increase the prosperity of, and employment and training opportunities and housing choice for the inhabitants of, Blackpool and the Fylde Coast".

3.3 ReBlackpool Board

A Board has been appointed comprising 12 members, chaired by Sir Peter Hall. The Board members are as follows:

- Sir Peter Hall
- Pauline Clare - Executive and Business Coach
- Jackie Potter - Director of Regeneration and Tourism, Blackpool Council
- Roy Fisher - Leader Blackpool Council
- Helen France - NWDA
- Reg Chapman - Private Consultant
- David Bayliss - Director, Halcrow Consulting
- Nick Thompson - Blackpool Pleasure Beach
- Mark Mill - Chief Executive, Cardpoint
- Brian Rees - Company Director
- Eric Kuhne - Eric Kuhne & Associates
- Kathryn Revitt - Leisure Parcs

Paul Spooner (English Partnerships) and Gail Porter (Government Office for the North West) attend as observers.

3.4 Corporate governance

Details of the votes of members, powers and appointment of directors and proceedings of directors are set out in the Articles of Association.

The agreement and adoption of the Business Plan (Operating and Investment Plans) requires the consent of each of the founder members. Furthermore, without written authority from the founder members, ReBlackpool will not:

- Extend its activities outside the scope of the Business Plan;
- Make any material amendments to the Business Plans; or
- Undertake activities outside the scope or parameters of or in breach of the financial regulations.

ReBlackpool will be working with the founding members to develop specific policies and standing orders concerning the operation of the Board (including conflicts of interest), Financial Regulations, Procurement and staffing policies. These will be in place by 1 April 2006.

3.5 Roles of partners

The roles of Blackpool Council, the NWDA and ReBlackpool in delivering the Blackpool Resort Masterplan are as follows:

(i) Blackpool Council

- Financial and operational support to ReBlackpool;
- Implement and manage its capital programme to support and deliver the ReBlackpool objectives and Masterplan;
- Deliver services to residents, businesses and visitors in a manner that supports and delivers the ReBlackpool objectives and Masterplan;
- Use its CPO powers to support and deliver the ReBlackpool objectives and Masterplan;
- Prepare and submit the licence bid for the resort and large casinos;
- Effectively link community engagement, neighbourhood renewal and business development programmes with the ReBlackpool programme; and
- Promote Blackpool as a resort and location for investment.

(ii) NWDA

- Financial and operational support to ReBlackpool;
- Manage and deliver its activities to support and deliver the ReBlackpool objectives and Masterplan;
- To agree and implement an investment programme for the ReBlackpool area;
- Use its CPO powers to support and deliver the ReBlackpool objectives and Masterplan, where they provide a distinct benefit to the development timescale; and
- To promote Blackpool as a resort and a priority location for investment.

(iii) ReBlackpool

- To promote delivery of the ReBlackpool objectives and Masterplan and to monitor, report and review progress – and where necessary make changes;
- Develop the case and support the bid for the pilot Regional Casino licence;
- To provide overall programme management;
- To stimulate, encourage and focus actions of others;

- To monitor and assess progress;
- To identify, develop and manage with partners the delivery of projects; and
- To contribute to the promotion of Blackpool as a location for investment.

3.6 Processes and procedures

3.6.1 Introduction

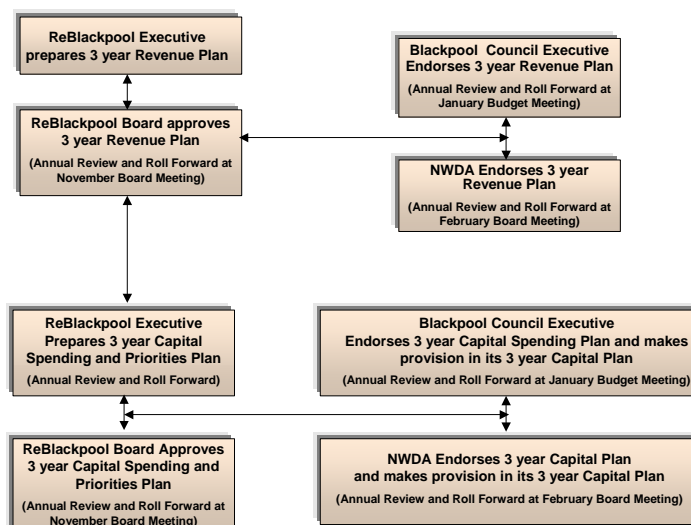
The principal way in which a URC operates is to facilitate and promote action by others – either in the public or private sectors – to secure physical and economic regeneration. Its primary resource is its staff and their expertise and the influence of its Board in shaping the nature and momentum of URC action and the support and input of partner organisations at local, regional and national levels. Consequently, it is essential that clear operating processes and procedures are in place.

ReBlackpool will work closely with Blackpool Local Strategic Partnership, Lancashire Partnership and other national, regional and local partners to ensure that the local benefits are maximised. Details of the relations between ReBlackpool and Blackpool Local Strategic Partnership and how the local benefits will be realised are set out in the Investment Plan.

3.6.2 Operating and Investment Plans

Figure 3.1 shows the proposed process and procedures for preparing and approving the annual Operating and Investment Plans. In both cases the Executive Team in discussion with the ReBlackpool Board will prepare the Plans. The Board will approve the Plans at its November meeting, which will then be forwarded to the NWDA and Blackpool Council for their appraisal and approval. However, throughout the process the Executive Team will liaise with both the Council and NWDA. It is envisaged that the Borough Council would approve the Plans at its January Budget meeting. The NWDA will undertake a detailed appraisal of the Investment Plan during January/February and formally agree it for the following financial year in early March.

Figure 3.1: Annual Operating and Investment Plan – Process and procedure



3.6.3 Programme management

ReBlackpool is establishing robust programme and performance management systems. Members of the ReBlackpool Executive's management team will meet monthly with the NWDA Area Manager and Blackpool Council Masterplan Officer Group to review current and forecast financial and programme performance. This group will consider and agree appropriate amendments. It will also discuss project performance.

3.6.4 Projects

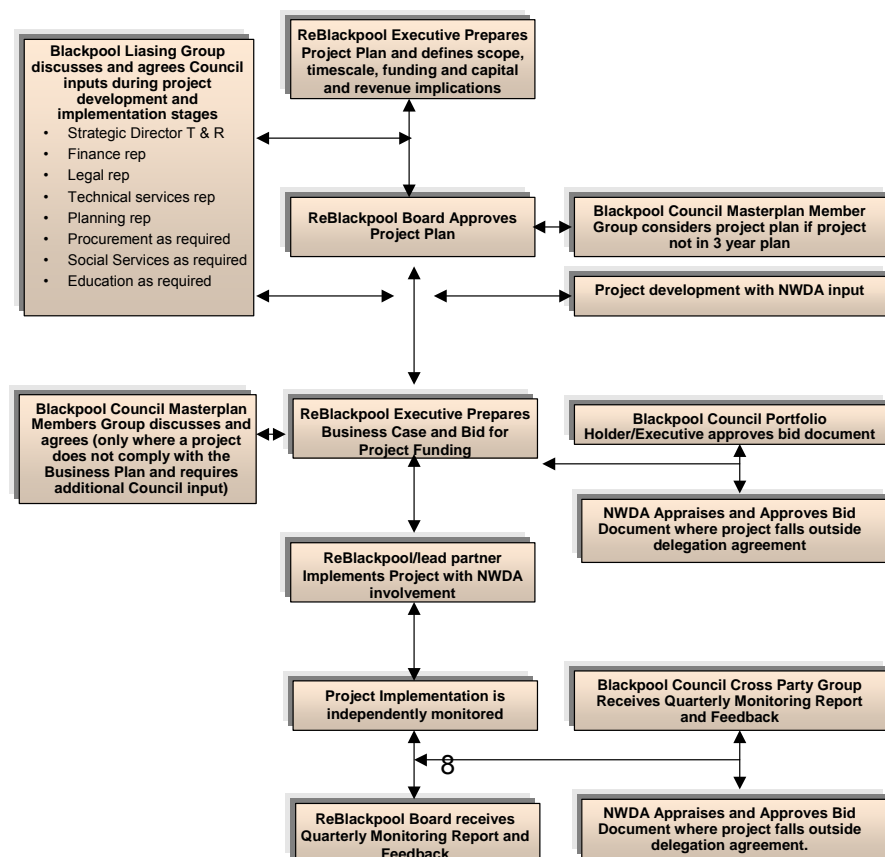
The ReBlackpool Executive will prepare detailed project plans and work programmes, which will define the scope, roles, timescale and capital and revenue implications. These will be discussed with the Blackpool Council Masterplan Officer Group and the NWDA. The project plans will be approved by the ReBlackpool Board. Following Board approval the Executive will prepare business cases and bids for project funding, in discussion with the Council and NWDA. The Blackpool Council Portfolio Holder/Executive will approve the bid document.

The funding bid will then be sent to the relevant funding body for appraisal and approval. In relation to the NWDA the current arrangement is that all applications for funding will be appraised by the Agency. However, any project which is within the Investment Plan will go straight to detailed appraisal and will not need the initial appraisal stage. Projects that are not identified within the Plan and are over £3 million will have to go through the two-stage process. The NWDA will be actively involved in the development of projects.

As the experience, track record and systems of ReBlackpool develop the NWDA will consider delegating appraisal responsibilities to ReBlackpool.

The project development, appraisal, approval and delivery process is shown in Figure 3.2.

Figure 3.2: Project development, appraisal, approval and delivery – Process and Procedure



4 Communication strategy

4.1 Introduction

This section sets out the approach to managing and controlling the various messages about ReBlackpool. The aim is to develop a framework to ensure that the different audiences understand the objectives of ReBlackpool, how it might affect or benefit them and how they can engage with it.

4.2 Key audiences

The key audiences for ReBlackpool are:

- Developers and investors;
- Existing local businesses;
- Inward investors;
- Local residents;
- Hoteliers and visitor attraction operators;
- Tourism organisations and operators;
- Government departments and agencies;
- Councillors;
- MP's;
- NWDA;
- Lancashire Economic Partnership;
- Central Government; and
- English Partnerships.

4.3 Marketing and Communication strategy

A joint marketing and communication strategy will be developed with Blackpool Council and the NWDA. Funding for project specific marketing will be included within the capital investment programme.

From ReBlackpool's perspective this will aim to:

- Establish the profile of ReBlackpool locally and nationally;
- Ensure that a consistent brand identity is established and maintained through a logo, design guidelines and corporate slogans and statements;
- Identify key audiences, the messages that need to be communicated to them and the best vehicles for addressing each audience;
- Ensure that all communication activity is carried out in a timely fashion, linked to ReBlackpool's objectives and the delivery of the Masterplan; and
- To support the strategy with an action plan of key events and a realistic budget.

The overriding aim of all communications activity should be to inspire the audience to take action.

Three early priorities will be:

- (i) **Community Engagement Strategy etc** (particularly disengaged communities)

(ii) Website - A corporate website is an essential part of any modern communications strategy. It will be vital that ReBlackpool's website is not static but works to help further delivery of the Masterplan. The website should accommodate discussion forums to share ideas and good practice and an area of the site should be devoted to feedback and contact with URC staff.

The site should also be used as a way of maintaining regular contact with key individuals, including the issue to them of the periodic newsletter which itself should refer them back to the website for more information. The site would also benefit from links with partner websites and other related sites.

(ii) Party political and trade conferences – ReBlackpool representatives will attend political and trade conferences.

(iii) Exhibitions, events and marketing materials – ReBlackpool will develop a suite of marketing material and identify a programme of targeted exhibitions and events. Exhibition stands and display materials will need to be procured along with promotional products.

Materials for use by schools will be produced. Trade and other advertising will be undertaken. In addition, there will be planning and review meetings with the media and regular media briefings and releases.

In addition, the first annual report is an important way of communicating and reinforcing its messages to the key audiences.

5 Operating budget and funding

5.1 Introduction

The operating budget for the period 2005/06 - 2008/09 comprises the following broad cost headings:

- Staffing costs;
- Overheads;
- Promotion and publicity;
- Project development costs;
- Strategic support;
- Irrecoverable VAT; and
- Strategic support.

Each of these areas of activity is essential to meeting the aims and objectives of the ReBlackpool programme. A broad description of each area of activity is provided in the following sections.

Various specific costs associated with the development of projects and monitoring the performance of the URC are included as capital projects within the Investment Programme. For example, a Pre-Development Fund is proposed amounting to £1.6 million to cover the costs of feasibility studies, and project specific legal and other advice and support.

5.2 Staffing

Staffing costs comprise emoluments and other payments to Board members and salaries and other costs to staff.

Total board member costs are expected to be £33,000 per annum (p.a.) and increase by 2.5% p.a. in line with expectations of general inflation.

A total of eight staff are expected to be appointed in 2005/06, including the CEO. Staff salaries are estimated to be some £274,500 in 2005/06. In 2006/07 staff costs (salaries, NI, and pension) of some £634,000 are estimated, which is thereafter expected to increase in line with general inflation. At present no specific allowance has been made for the costs associated with the Resource and Fund Managers. Recruitment and relocation costs are estimated to be 3% of salary costs in the first two years and then £2,000 p.a. In addition, allowance has been made for staff costs including travel, other expenses and professional subscriptions at 5% of salary costs.

5.3 Overheads

There will in the first instance be costs involved in the establishment of office accommodation. A figure of £81,000 has been budgeted in the first year to include for decoration and flooring, office furniture, and equipment. An annual allowance of £3,000 p.a. has then been included for each subsequent year. It is assumed that ReBlackpool will relocate to new office accommodation in January 2006.

Property costs have been allowed for within a sum of £33,000 in 2005/06 and £51,000 in 2006/07, rising in line with inflation, to include rent/lease payments, business rates,

insurances, repairs and maintenance, dilapidations reinstatements, security, cleaning, waste disposal, water/sewerage and heat, light and power.

Administration costs of some £6,000 per annum have been identified for a full year. These costs include an allowance for telephones, reception, post, reprographics, books/periodicals, office hospitality, and sundries.

Management and finance costs, including audit, have been estimated at £10,000 p.a. for a full year, rising in line with inflation.

The costs of initial business and financial planning have been estimated at £20,000 in 2005/06. Provision of £10,000 in subsequent years has been identified in order to enable annual updating and revisions.

5.4 Promotion and publicity

Three particular promotion and publicity channels have been identified at this stage – a ReBlackpool website, conferences, and exhibitions, events and marketing.

The design and uploading of a ReBlackpool website has been costed at some £8,000, with the costs of annual hosting and regular updating of the site estimated at £2,500 p.a.

The plan identifies attendance at party political conferences and trade conferences as an important aspect of promoting ReBlackpool. A sum of £17,000 p.a. has been identified, rising by inflation.

Attendance at exhibitions, events and marketing more generally is also identified as a key component of the promotions and marketing activity. In 2005/06, some £17,000 has been identified within the financial plan, rising to £145,000 in 2006/07 and then increasing slightly each year thereafter.

5.5 Project costs

NWDA has agreed to direct a proportion of this year's capital allocation to the revenue budget in order to progress pre-development work on key projects.

As a result, during 2005/06 payments and grants for project-specific expenditure in support of the programme within the key programme areas (Central Seafront, Conference/Casino Quarter, Talbot Road, Central Gateway, and the Southern Gateway) are identified as being some £632,000. In future years these project-specific costs will be met from the capital investment programme.

5.6 Strategic support

The programme is expected to require strategic support and consultancy advice directly related to the objectives of the regeneration programme. These include activities in support of the Casino Licence bid, the Regional Spatial Strategy (RSS), the new Regional Economic Strategy (RES) for the North West, the Northern Way programme, and Transport Policy and Programme (TPP) activity in support of the trams. A sum of £42,000 is identified in 2005/06, then £150,000 in 2006/07 and a total of £499,000 over the four year Plan period.

5.7 Irrecoverable VAT

No specific taxation advice has been taken in preparing this Operating Plan. However, the experience of other URCs is that VAT input tax may well not be recoverable. As a result Blackpool Council will procure many of the services or works, with ReBlackpool

acting as its agent. For the purposes of this Operating Plan it is assumed that 25% of the input VAT will be irrecoverable.

5.8 Overall programme and funding

The overall operating programme of expenditure identifies a total of £4,769,000 for the four year programming period 2005/06 - 2008/09. In summary, the programme is shown in Table 5.1.

Table 5.1: Overall programme of expenditure					
Expenditure Item	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	Total £000
Staffing	402	715	737	755	2,608
Overheads	145	81	83	85	394
Promotion & publicity	42	165	167	172	546
Project costs	632	-	-	-	632
Strategic support	132	150	152	155	499
Irrecoverable VAT	38	17	18	18	91
Total	1,390	1,128	1,156	1,185	4,769

Note: Totals may not sum due to rounding

Table 5.2 sets out the funding sources for the operating expenditure, including in-kind contributions.

Table 5.2: Funding sources					
Source	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	Total £000
Blackpool Council	850	666	683	700	2,699
NWDA	650	461	473	485	2,069
Other	-	-	-	-	-
Total	1,390	1,127	1,156	1,185	4,769

Note: Totals may not sum due to rounding